Foreign Affairs and International Trade Canada | Affaires étrangères et Commerce international Canada

Foreign Affairs and International Trade Canada

Departmental Performance Report 2009-2010

The Honourable Peter Van Loan
Minister for International Trade

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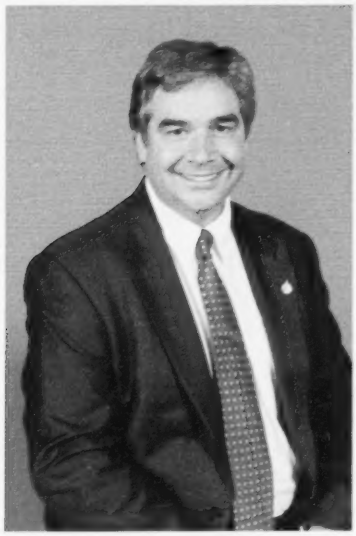

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It is our distinct pleasure to present the 2009-2010 *Departmental Performance Report* of Foreign Affairs and International Trade Canada (DFAIT). The following pages describe a wide range of substantive accomplishments, all of which reflect DFAIT's core business: its policy making, policy coordination, and related foreign affairs and international commerce programs; its international commercial, consular and passport services for Canadians; and its management of Canada's international platform.

Economic recovery is, without a doubt, our government's top priority and the single most important issue facing Canadians today. DFAIT has made a considerable contribution in this area in 2009-2010. We worked to prepare for the G-20 Summit in Toronto, which addressed key global issues including the importance of fiscal consolidation and fighting protectionism. The department delivered the Canada-United States Agreement on Government Procurement, in response to the "Buy American" provisions in the American stimulus legislation, and advanced Canada's free trade agenda, in particular through the launch of negotiations with the European Union.

While global economic recovery was the defining issue of 2009-2010, our government is also committed to international stability and to creating a safer, more secure world. In Afghanistan, the department is coordinating Canada's efforts on a range of issues, including security, governance and regional cooperation. DFAIT's efforts have also positioned Canada as a global leader in responding to the devastating earthquake in Haiti in January 2010 and in helping our hemispheric partner rebuild for the future.

Canada is also placing an increased emphasis on its Arctic sovereignty, and DFAIT has been integral to the government's efforts in this area.

In carrying out its mandate, DFAIT is finding new and better ways to support Canadians around the world. This includes opening new trade offices in key markets and establishing an Emergency Watch and Response Centre to coordinate the government services that help Canadians during emergencies abroad.

In an increasingly complex global environment, meeting Canada's global priorities requires a modern, agile and cost-effective foreign and trade ministry, we we are proud to say that DFAIT is delivering.

To find out more about the department's achievements in 2009-2010 and to learn more about the department, we invite you to consult the DFAIT website.[1]

[1] www.international.gc.ca/international/index.aspx

Executive Summary

DFAIT is among the most complex departments in the Government of Canada, responsible for the conduct of Canada's international affairs, including global trade and commerce. The scope of its mandate and the complexity of its activities, which are reflected throughout this report, require two representatives in the federal Cabinet and two Parliamentary secretaries, as well as a minister of state, two deputy ministers and an associate deputy minister. DFAIT is the leader across government in shaping Canada's positions on global issues and responses to international events, managing bilateral and multilateral relationships, and delivering international programs. This work allows Canada to advance its economic and political interests, to be more engaged in the international community, and to assist Canadians working, living and travelling abroad.

The department manages Canada's network abroad (173 missions,[2] 140 points of service worldwide and 18 regional offices), enabling the work outside Canada of 30 partners.[3] Canada's global footprint, including interim operations, is as follows: Africa and the Middle East: 36 missions and 30 points of service; Asia Pacific: 36 and 35; Europe: 44 and 36; Latin America and the Caribbean: 28 and 18; and North America, including Mexico: 34 and 21. In 2009-2010, the department (including Passport Canada) had more than 13,000 active employees.

What follows is a summary of DFAIT's highest-level results for 2009-2010, as they pertain to the three strategic outcomes. The results below also link to DFAIT's four priorities for the year, as identified in its 2009-2010 *Report on Plans and Priorities* (RPP): (1) greater economic opportunity for Canada, with a focus on growing/emerging markets; (2) United States and the hemisphere; (3) Afghanistan, including in the context of neighbouring countries; and (4) transforming the department. In addition, the following results include other key achievements related to DFAIT's ongoing work (e.g. its response to critical international events such as the earthquake in Haiti, and improvements made to its commercial, consular and passport services).

1. Canada's International Agenda

Seizing Global Economic Opportunities to Ensure Canada's Growth and Prosperity: The global economic downturn and the ongoing fragile recovery have underscored the need to boost Canadian engagement in global value chains; secure competitive access to global markets and networks for Canadian businesses; increase foreign direct investment in Canada and Canadian direct investment around the world; and forge stronger linkages between Canada's science and technology (S&T) community and global innovation networks. This is the purpose of the government's Global Commerce Strategy, which achieved the following results in 2009-2010:

- launch of negotiations toward a comprehensive economic and trade agreement with the European Union, and of free trade agreement negotiations with Ukraine, as well as continued talks with the Caribbean Community (CARICOM), Republic of Korea, the Central America Four (El Salvador, Guatemala, Honduras and Nicaragua) and the Dominican Republic, and exploratory meetings with Morocco and Turkey;
- implementation of free trade agreements with Iceland, Switzerland, Liechtenstein and Norway (the European Free Trade Association) and Peru, and efforts toward bringing concluded agreements with Colombia, Jordan and Panama into force;
- launch of a Joint Study with India to explore the parameters of a possible comprehensive economic partnership agreement;
- foreign investment promotion and protection agreements were signed with Jordan, the Czech Republic, the Slovak Republic, Latvia and Romania, while negotiations were successfully concluded with Kuwait, Bahrain, Madagascar and Hungary, and talks continued with China, India, Mongolia, Poland, Indonesia, Vietnam, Tunisia and Tanzania; and
- air transport agreements were signed with the European Union, Japan, South Africa, Cuba, Morocco, Ethiopia, Tunisia and El Salvador.

- Continuing the expansion of Canada's presence in key emerging markets, DFAIT opened six new trade offices in China[4] and opened new missions in Ahmedabad, India and in Porto Alegre, Brazil. The department established a network of Canadian trade and policy officials in Association of Southeast Asian Nations (ASEAN) countries to enhance trade and better coordinate Canadian positions on ASEAN regional issues.
- While DFAIT pursued an ambitious agenda of bilateral and regional trade agreements, negotiations under the Doha Round of the World Trade Organization remained a priority for Canada.
- DFAIT generated support for the G-20 Framework for Strong, Sustainable, and Balanced Growth, including fiscal consolidation targets, plus international acceptance of financial sector regulatory reform through the G-20.

[2] At Canada's missions, the federal government is directly responsible for the staff, premises and assets. The missions can take the form of embassies, high commissions, embassies/high commissions (program) offices, offices of embassies/high commissions, representative offices, multilateral or permanent missions, consulates general, consulates, or consular agencies.
[3] Partners are federal departments and agencies, as well as co-locators. Co-locators include Crown corporations, provincial governments and foreign governments.
[4] These trade offices are located in China, administered in cooperation with the Canadian Commercial Corporation, and are considered points of service within the Network.

- The Investment Cooperation (INC) program of the Canadian International Development Agency (CIDA) was transferred to DFAIT in January 2010. INC will support private sector engagement in developing countries to foster sustained economic growth and the reduction of poverty.
- Canada and the United States concluded the Canada-U.S. Agreement on Government Procurement, allowing Canadian companies to participate in U.S. infrastructure projects financed under the American Recovery and Reinvestment Act.
- Activities under DFAIT's International Science and Technology Partnerships Program resulted in six new research and development (R&D) initiatives with China, worth $6.9 million, and four new R&D initiatives with India, worth $6.7 million.

Preparing for Canada's International Year: The eyes of the world were particularly drawn to Canada in 2010, as this country hosted several major events, including the Vancouver 2010 Winter Games, the G-8 and G-20 summits, and the G-8 Foreign Ministers' Meeting. These events presented extraordinary opportunities for Canada not only to provide leadership on key global issues, but also to showcase the country to the world.

- DFAIT undertook intensive planning and coordination in preparation for the G-8 and G-20 summits, set the agenda for Canada's G-8 and G-20 presidencies, and hosted the G-8 Foreign Ministers' Meeting.
- During the Vancouver 2010 Winter Games, DFAIT undertook comprehensive investor outreach, which included the campaign on "2010 Reasons to Do Business in Canada."

Deepening Relations with the United States and the Americas: Canada's relationship with its closest neighbour, the United States, is vital and productive. The two countries have the world's largest trading relationship, along with a history of cooperation in defending the continent and supporting freedom, democracy and human rights around the world. In the larger neighbourhood of the Americas, Canada has increased its engagement to advance a wide range of common interests.

- Building on a major investment in issue analysis and policy development, DFAIT helped reposition Canada's relationship with the United States to encompass a more strategic, whole-of-government agenda. Sustained engagement between the two countries' leaders and senior Cabinet ministers included a visit to Washington, D.C., by the Prime Minister as well as 35 ministerial visits to the United States. Important achievements included an agreement pertaining to the "Buy American" provisions of the U.S. stimulus legislation, the launch of a Canada-U.S. Clean Energy Dialogue and negotiations to amend the Great Lakes Water Quality Agreement, establishment of a twice-yearly ministerial dialogue on border management, cooperation in restructuring of the automotive sector, and an unprecedented level of civil and military cooperation and coordination in and on Afghanistan. Haiti's reconstruction was another important area of bilateral cooperation. DFAIT played a leading role in support of Canada's participation in the G-20 meeting in Pittsburgh (September 2009) and the Nuclear Security Summit in Washington, D.C. (April 2010).
- Following the imposition of visa requirements for Mexicans travelling to Canada, Canada undertook sustained high-level engagement with Mexico. In addition, bilateral consultations with Mexico increased cooperation related to police training and capacity building, justice sector reform, and counter-narcotics programs and information sharing.
- DFAIT's contribution of more than $7 million increased the capacity of states in the Americas to combat transnational crime. The department established the Anti-Crime Capacity Building Program to strengthen regional cooperation in the Americas in the fight against crime, particularly the illicit drug trade, corruption and human trafficking.
- DFAIT established regional policy centres focused on peace and security (in Panama City) and democratic governance (in Lima, Peru).
- DFAIT's Global Peace and Security Fund delivered $42.8 million in programming in the Americas, including $14.9 million in Haiti; $5 million in Colombia (including legal support for 500 victims of conflict), and $1 million in Guatemala, including efforts to enhance cooperation between security and justice agencies.

Leading Canada's Response to the Earthquake in Haiti: The department marshaled its resources to lead the whole-of-government response to the Haiti earthquake, while continuing to deliver on its priorities and commitments around the world.

- Within hours of the January 2010 earthquake, DFAIT initiated a coordinated whole-of-government response, which would endure for several weeks, ensuring that Canada responded to the urgent needs of Canadians in distress and deployed critically needed humanitarian assistance to support the people of Haiti. Throughout the emergency response, DFAIT ensured close coordination among the multiple federal departments and agencies, and with the Government of Haiti, and ensured collaboration with the Canadian provinces and territories, the private sector, Canadian and international non-governmental and international organizations, and other donors.
- Canada played a leadership role in coordinating an effective international response to the crisis by hosting the Ministerial Preparatory Conference in Montreal to establish a clear and common international vision for early recovery and longer-term reconstruction in Haiti.
- In collaboration with CIDA and the Department of Finance, DFAIT worked to ensure a leadership role for Canada in Haiti's recovery and reconstruction by co-chairing the UN International Donors' Conference Towards a New Future for Haiti in March 2010.

Providing Whole-of-Government Coordination of Canada's Afghan Mission: Canada is in Afghanistan as part of a NATO-led effort operating under the authority of the United Nations.

- DFAIT supported Canada's continued leadership in addressing issues related to Afghan security, governance and regional cooperation through participation in the London Conference on Afghanistan in January 2010.
- DFAIT provided whole-of-government leadership and coordination of Canada's Afghan mission. A significant achievement was the launch at the G-8 Foreign Ministers' Meeting in Gatineau, Quebec, of the G-8 Afghanistan-Pakistan Border Region Prosperity Initiative. DFAIT facilitated the Dubai Process as the primary mechanism for Afghanistan-Pakistan border management and supported the U.S.-led focus on the Afghanistan-Pakistan border (the Holbrooke plan). The department also supported implementation of initiatives under the Stabilization and Reconstruction Task Force (START), Counter-Terrorism Capacity Building Program and Afghanistan Counter Narcotics Program aligned with DFAIT-led priorities of promoting rule of law, good governance, border management and reconciliation.

Asserting Canada's Role as an Arctic Nation: The Arctic is fundamental to Canada's national identity and represents tremendous potential for Canada's future. In part as a result of climate change and the search for new resources, the geopolitical significance of the region and the implications for Canada have never been greater.

- The Ministers of Foreign Affairs and Indian Affairs and Northern Development released the government's Northern Strategy.[5]
- DFAIT finalized the Arctic Foreign Policy, the international dimension of the government's Northern Strategy, to develop a more strategic approach to international Arctic policy issues.
- Canada hosted a meeting of the foreign ministers of the Arctic Ocean coastal states and established the Canadian International Centre for the Arctic Region.[6]
- Canada and the United States agreed to collaborate on a survey of the Arctic continental shelf and to discuss the maritime boundary in the Beaufort Sea.

Contributing to Global Efforts on Counterterrorism and Non-Proliferation: Complex problems such as international terrorism require solutions that harness expertise in diplomacy, intelligence, security and law enforcement, customs and immigration, transportation, justice and finance.

- DFAIT announced a multi-year contribution of $180 million to fund new projects under Canada's Global Partnership Program, which works to prevent terrorists' acquisition of weapons and materials of mass destruction. It also announced the geographic expansion of the Global Partnership Program to extend beyond the former Soviet Union.
- At their March 2010 meeting, the G-8 foreign ministers issued a Statement on Nuclear Non-Proliferation, Disarmament and Peaceful Uses of Nuclear Energy, a contribution to the May 2010 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons.[7]
- The department led the whole-of-government preparation for Canada's participation at the April 2010 Nuclear Security Summit in Washington. It also ensured Canadian leadership on nuclear non-proliferation issues in multilateral forums such as the United Nations, successfully advocating a fourth round of UN Security Council sanctions to address Iran's nuclear program.

Ensuring Canada's Active Participation in the UN: The United Nations is central to Canadian foreign policy. It provides an invaluable forum at which countries can resolve differences and pursue shared objectives.

- DFAIT continued to campaign actively for a non-permanent seat for Canada on the UN Security Council for 2011-2012, while developing options for Canada's Security Council agenda in the event that Canada wins the October 2010 vote.
- DFAIT continued to represent Canada's interests at the UN, including leading a resolution on the human rights situation in Iran for the seventh year in a row. The resolution was adopted by the General Assembly in November 2009 by the highest margin ever.

2. International Services for Canadians

Improving DFAIT's Commercial, Consular and Passport Services for Canadians: Based on client feedback and other performance indicators, DFAIT continuously takes steps to upgrade and improve these services.

Commercial services: There was rising demand for trade commissioner services throughout 2009-2010. A total of 37,748 individual services were delivered to clients, which represents an increase of 14% over the previous year, and the number of Canada clients served reached 13,252, an 11% increase. To better support Canadian businesses, DFAIT opened new missions and increased staff in key emerging markets, while adding one new regional office in Canada.

[5] www.northernstrategy.gc.ca/index-eng.asp
[6] www.international.gc.ca/ministers-ministres/Arctic_Oslo_Centre_Arctique.aspx
[7] http://g8.gc.ca/ministers-meetings/foreign-ministers/g8-foreign-ministers-statement-on-nuclear-non-proliferation-disarmament-and-peaceful-uses-of-nuclear-energy

According to an econometric analysis conducted by DFAIT's Office of the Chief Economist, in collaboration with a leading academic in the trade economics field, the Trade Commissioner Service (TCS) has a consistently positive impact on the performance of Canadian exporters. Exporters that receive trade commissioner services have an average export value 18% higher than comparable exporters who do not receive services. The study showed that every dollar spent on TCS services results in $27 in increased exports. TCS assistance also plays a strong role in helping firms to diversify into new markets and to introduce new products in export markets. On average, TCS clients export to more than 35% more markets with over 15% more products than non-clients.

DFAIT referred 258 potential foreign investors to its domestic partners—primarily provinces, territories and municipalities—and assisted in arranging 155 exploratory company visits to Canada. DFAIT's investment network facilitated 106 foreign greenfield and expansion investments in Canada, compared to 97 reported the previous year, despite a 10% decrease in worldwide investment in 2009.

Consular: DFAIT reorganized consular activities to better meet evolving emergency management needs, established a robust contingency planning function, and created the first of three planned regional consular and emergency support offices staffed with experienced management consular officers. Planning is well advanced to establish the new Emergency Watch and Response Centre at DFAIT headquarters, which will improve whole-of-government coordination and management of all forms of emergencies abroad.

Following the January earthquake in Haiti, consular staff and other DFAIT employees worked on a 24/7 basis, handiing over 49,500 calls to the department's Emergency Operations Centre and evacuating some 4,620 Canadians. An additional 1,500 Canadians were assisted in more than 18 other emergencies abroad, including earthquakes in Chile and Sumatra, mudslides in Peru, and the capsizing of the tall ship SV *Concordia* off the coast of Brazil, which was carrying Canadian students.

Passport: Passport Canada simplified the passport renewal process, increased passport printing capacity, expanded the number of points of service, instituted ongoing monitoring and tracking to forecast demand fluctuations, and developed a contingency plan to increase operational capacity and respond more effectively to spikes in demand. Issuance of the e-passport, embedded with an electronic chip, began as a pilot project in 2009. Work is progressing with respect to broader availability by 2012.

Passport Canada won the 2009 Institute of Public Administration of Canada/Deloitte Public Sector Leadership Award gold medal for its response to the surge in passport demand in 2007-2008.

3. Canada's International Platform

DFAIT must ensure that it can keep pace with a rapidly changing world as well as with the evolving needs of Canadians. To this end, it continues to undergo modernization throughout its operations.

- In 2009-2010, the Government of Canada officially opened seven new missions abroad, closed six missions, and opened one regional office in Canada. In addition, interim operations were initiated for five other missions and a regional service centre (Thames Valley, London, United Kingdom). The regional service centre in London serves missions in Europe, the Middle East and Africa, as part of the department's new service delivery model to streamline common services and provide better support to Canadian missions abroad. Significant progress was made to establish a regional service centre in the United States as well.
- DFAIT met its objectives of ensuring a high level of satisfaction among clients of its common services.[8] Results from an online client satisfaction survey showed a satisfaction rate of 75% overall. A revised Memorandum of Understanding (MOU) on Operations and Support at Missions was signed by 22 federal departments and agencies and one co-locator.
- Management of locally engaged staff abroad was strengthened by a review of local terms and conditions as well as by establishment of a new formula for annual salary adjustments.
- Significant efforts were undertaken to strengthen security at missions abroad.

Transformation and the New Business Model: In line with the efforts of many of Canada's international allies and partners, DFAIT has been undergoing a transformation aimed at creating a more modern, integrated and flexible foreign and trade ministry, focused on its core mandate. The transformation is driving a renewed focus on services to Canadians, including consular assistance and emergency management, as well as increased flexibility to meet government priorities. Missions have actively engaged in the transformation.

After an in-depth review in 2009-2010 of its business model, DFAIT is moving forward with the implementation in 2010-2011 of a New Business Model that sets out new ways of doing business, modernizes operations and focuses on core business priorities.

Once fully implemented, these changes are expected to result in a strengthened network abroad, greater capacity for responding to emerging issues and unforeseen events, a more productive relationship with DFAIT's federal partners, reduced overhead and a better match between the needs and assets of missions.

[8] Clients are federal departments and agencies, Crown corporations, provincial governments and foreign governments.

As an indicator of success to date with transformation, DFAIT has delivered the results outlined in this document while holding spending growth to one percent, demonstrating the increased flexibility in departmental operations.

Financial Resources: DFAIT's total actual spending for 2009-2010 was $13,594.9 million, including $11,078 million pursuant to the Canada Account managed by Export Development Canada (EDC).[9] DFAIT's net spending for 2009-2010 amounted to $2,516.9 million, as explained further below.

Financial Resources ($ millions)			
2009-2010	Planned Spending	Total Authorities	Actual Spending
Foreign Affairs and International Trade	2,322.5	2,775.8	2,516.9
Export Development Canada (Canada Account)	-119.5	19,414.9	11,078.0
Total for DFAIT	2,203.0	22,190.7	13,594.9

DFAIT's net departmental spending was within the total authorities granted by Parliament and actual spending figures have been measured against funding from both Main and Supplementary Estimates (Total Authorities). In 2009-2010, key initiatives contributing to the variance between DFAIT's planned spending and total authorities included:

- $139.6 million in new funding to address increases in the assessed costs of Canada's membership in international organizations, including assessments for new UN peacekeeping missions;
- $32.6 million in new funding for additional representation at Canada's missions abroad and regional offices in Canada;
- $31.1 million for hosting of the G-8 and G-20 summits; and
- $13.4 million for departmental efforts supporting Canada's initial response to the earthquake in Haiti.

Approximately 49% ($1,233 million) of DFAIT's actual spending related to Canadian diplomacy and advocacy activities in support of Canada's International Agenda. This included $521.8 million in assessed contributions to cover Canada's membership in international organizations such as the UN, UN peacekeeping missions and the World Health Organization. It also included expenditures for key international programs, such as the Global Peace and Security Fund ($127.1 million) and the Global Partnership Program ($130.1 million).

Twelve percent ($301.9 million) of actual spending provided international services (consular, passport and commercial services) to Canadians, including over $55 million to deliver the government's Global Commerce Strategy and more than $23 million for the new Consular Services and Emergency Management Branch.

Approximately 35% ($888.5 million) of actual spending relates to the international platform activities to support DFAIT and its 30 partners at Canada's missions abroad. This amount included $210 million for headquarters-based programs, principally property and information management and technology services, and $449 million in operating costs at missions abroad.

The remaining 4% ($93.5 million) was spent on internal services.

DFAIT's spending increased by an average of 7% a year from 2006-2007 to 2008-2009 (excluding exceptional one-time spending in 2006-2007). However, the growth in departmental expenditures has slowed to the point that 2009-2010 expenditures were only 1% higher than the 2008-2009 level.

According to the Treasury Board of Canada Secretariat (TBS) report entitled *Canada's Performance*, DFAIT's actual spending over the last three years represents approximately 1% of the total spending of the Government of Canada. DFAIT's actual spending represents less than 9% of the government's spending on international affairs (see Canada's Performance Reports).[10]

Conclusion

The accomplishments described in this executive summary are by no means all of the results achieved by DFAIT in 2009-2010, and many more are discussed in the pages that follow. Overall, DFAIT met its numerous and varied commitments identified in the year's *Report on Plans and Priorities*, within the context of a very challenging financial environment. Meanwhile, DFAIT continues its transformation initiative, making fundamental changes to the way it operates. This initiative is expected to have a positive impact on all DFAIT activities and outputs.

The rest of this report presents information in strict accordance with the guidelines set by TBS (i.e. most of the material is in table format). Section 1 provides an overview of the department: its roles and responsibilities, Program Activity Architecture (PAA), performance summary tables, environmental scan and risk analysis, and expenditure profile.

[9] EDC is a Crown corporation that provides financing and insurance solutions to help Canadian exporters and investors expand their international business. Under the Export Development Act, the Minister for International Trade (with the concurrence of the Minister of Finance) may authorize EDC to undertake loans from the Canada Account that go beyond its normal risk but that are deemed by the government to be in the national interest. EDC administers the Canada Account. However, because EDC is included in the department's portfolio, DFAIT reports Canada Account transactions in its Estimates. Canada Account transactions have no impact on the department's budget, since these transactions are considered statutory items (i.e. under authorities approved by Parliament through the Export Development Act).

[10] www.tbs-sct.gc.ca/reports-rapports/cp-rc/index-eng.asp

Section 2 is organized according to the PAA (i.e. by strategic outcome and corresponding program activities). Each subsection begins by describing the program activity under discussion and its benefits for Canadians. This is followed by two tables (the program activity's planned and actual resources, both human and financial, and a summary of performance for the year). There is then a brief analysis of the year's performance and a performance highlights table that links back to commitments made in the 2009-2010 *Report on Plans and Priorities*. Each subsection ends with an explanation of lessons learned over the year.

Section 3 contains financial highlights, financial statements, and a list of tables that can be found on the TBS website. Finally, Section 4 provides information on how to contact DFAIT and its portfolio organizations.

Section 1: Departmental Overview

1.1 Raison d'être and Responsibilities

This *Departmental Performance Report* provides Canadians with information on DFAIT's achievements in 2009-2010.

DFAIT's specific areas of responsibility include international peace and security, global trade and commerce, diplomatic and consular relations, administration of the Foreign Service and Canada's network of missions abroad, and development of international law and its application to Canada. DFAIT promotes Canada's interests and the security and prosperity of Canadians, and advances the Canadian values of democracy, human rights, the rule of law and environmental stewardship. The department's founding legislation is the Department of Foreign Affairs and International Trade Act, RSC 1985, c. E-22, which lists its legislated responsibilities (see Our Mandate).[11]

The department provides ongoing benefits to Canadians as follows:

- It ensures that the Government of Canada speaks and acts in a unified and cohesive manner with respect to the formulation and implementation of foreign and trade policies and programs, by leading a government-wide approach to these efforts, including response to crises. Working with partner departments, DFAIT is the principal source of information, intelligence and advice for the Government of Canada on international issues, conditions and trends.
- It concentrates its human and financial resources on its core business (i.e. peace and security, trade and investment, international law and human rights) in order to advance Canada's global agenda related to these issues as effectively as possible, while making full use of its diplomatic and geographic expertise worldwide.
- It generates international opportunities for Canadian business by promoting international trade and commerce through initiatives such as negotiation of agreements to open and/or expand markets, facilitation of two-way trade and investment, and encouragement of innovation by means of international partnerships for science and technology commercialization.
- It provides Canadians with international commercial, consular and passport services as well as timely and practical information on international issues and travel.
- It manages Canada's network of 173 missions worldwide (i.e. the Government of Canada's international platform) from a government-wide perspective, thereby enabling not just its own global operations but also those of its partners operating at missions abroad. Canada's missions abroad integrate and coordinate the government's international activities.
- Mission activities include advocating Canadian policies and perspectives internationally; building and maintaining relationships to raise Canada's profile and advocate Canadian objectives; interpreting economic, social and political trends and information in terms of what they mean to Canada and Canadians; managing Canada's international business development, including promotion of exports, attraction of investment and positioning of Canada as a dynamic innovation partner; providing consular and passport services; and supplying infrastructure and services to enable the international operations of federal and other partners working at missions abroad.
- It serves the foreign diplomatic community accredited to Canada and fulfills protocol duties for all outgoing state visits by the Governor General, the Prime Minister and DFAIT portfolio ministers as well as for incoming official visits by foreign dignitaries (heads of state and heads of government). At present, there are over 8,000 foreign representatives and accredited members of their families in Canada.

1.2 Strategic Outcomes and Program Activity Architecture

DFAIT's Program Activity Architecture clearly identifies the department's strategic direction by listing its complementary strategic outcomes (i.e. the long-term, enduring benefits to Canadians that the department strives to achieve). DFAIT has three strategic outcomes. First, Canada's International Agenda refers to the practice of Canadian advocacy and diplomacy. Second, International Services for Canadians denotes DFAIT's commercial, consular and passport services to Canadians. Third, Canada's International Platform refers to the department's management of missions abroad, on behalf of the Government of Canada. Together, the strategic outcomes reflect the department's leadership role in formulating, coordinating and carrying out the federal government's foreign and trade policies and programs. The department's strategic outcomes provide the foundation for all its activities.

Cascading in a logical manner from the three strategic outcomes in the PAA are the department's seven supporting program activities.

- In carrying out International Policy Advice and Integration, the department provides strategic direction, intelligence and advice on foreign policy and economic issues; researches and analyzes foreign and trade policy issues, drawing on input from across the department as well as from federal partners; develops policies and programs to address those issues; and ensures coherence, integration and coordination of foreign and trade policies and programs across government.
- In undertaking Diplomacy and Advocacy, DFAIT engages Canadian stakeholders and partners as well as foreign governments and international players; raises awareness and understanding of Canada's policies, interests and

[11] www.international.gc.ca/department/mandate-en.asp

values as they pertain to the government's international agenda; and delivers programs on Canada's behalf to address specific international issues.

- In relation to International Commerce, the department works to expand the participation of Canadian business in world markets and to increase the interaction of Canadian entrepreneurs with global business partners, and promotes Canada as a competitive location and partner for investment, innovation and value-added production.
- With respect to Consular Services, DFAIT supplies Canadians with information and advice on safe travel to foreign countries, and provides guidance and support in cases of personal difficulty or during times of crisis.
- Passport Canada—a special operating agency—focuses on management and delivery of passport services. It is responsible for the issuance, revocation, refusal, recovery and use of Canadian passports.
- With respect to Canada's International Platform: Support at Headquarters, the department manages and delivers common services to federal and other partners with representation at Canada's missions abroad.
- With regard to Canada's International Platform: Support at Missions Abroad, DFAIT ensures that common services are in place at missions and coordinates them on site to support the international operations of the entire Government of Canada as well as the operations of federal and other partners with representation at the missions.

Finally, Internal Services are activities that make possible all of the department's operations. Without Internal Services, the department could not carry out its mandated functions or advance its strategic outcomes. Because Internal Services are included in the department's Program Activity Architecture, they have been presented as a separate program activity since the 2008-2009 *Departmental Performance Report*. Treasury Board of Canada Secretariat divides Internal Services into three broad categories: governance and management support, resource management services, and asset management.

Strategic Outcome 1: Canada's International Agenda	Strategic Outcome 2: International Services for Canadians	Strategic Outcome 3: Canada's International Platform
The international agenda is shaped to Canada's benefit and advantage in accordance with Canadian interests and values.	Canadians are satisfied with commercial, consular and passport services.	The Department of Foreign Affairs and International Trade maintains a mission network of infrastructure and services to enable the Government of Canada to achieve its international priorities.
Program Activity 1: International Policy Advice and Integration	Program Activity 3: International Commerce	Program Activity 6: Canada's International Platform: Support at Headquarters
Program Activity 2: Diplomacy and Advocacy	Program Activity 4: Consular Affairs Program Activity 5: Passport Canada	Program Activity 7: Canada's International Platform: Support at Missions Abroad
Program Activity: Internal Services		

1.3 Summary of Performance

The summary presents financial and human resources information for the period covered by this report. It also provides a breakdown of spending by program activity and shows how each program activity aligns with overall Government of Canada outcomes. The table below presents the planned and actual figures.

1.3.1 Total Financial and Human Resources Table

2009-2010 Financial Resources ($ millions)			2009-2010 Human Resources (FTEs)		
Planned Spending	Total Authorities	Actual Spending	Planned	Actual	Difference
2,203.0	22,190.7	13,594.9	13,624	12,986	-638

The number of total actual FTEs (12,986) is distributed among the program activities as follows: International Policy Advice and Integration 6%, Diplomacy and Advocacy 12%, International Commerce 10%, Consular Affairs 4%, Passport Canada 20%, Canada's International Platform: Support at Headquarters 7%, Canada's International Platform: Support at Missions Abroad 32% and Internal Services 9%.[12] The International Platform: Support at Missions Abroad program activity includes the majority of locally engaged staff (LES), including all LES dedicated to delivering the programs of partner departments.

The 5% variance observed between the actual (12,986) and planned FTEs (13,624) anticipated in the department's *Report on Plans and Priorities* is attributable to a number of factors, including a reduced level of new DFAIT and partner department overseas positions; and staffing delays at headquarters.

[12] The allocation of total actual FTEs is provided by program activity in Section 2 and does not necessarily reflect the location where the employees are posted (headquarters or missions).

1.3.2 Performance Summary Table

Strategic Outcome 1: Canada's International Agenda						
Performance Indicators[13] Percentage of international partners and institutions that recognize and support key Canadian positions	**Target** 75%	**2009-2010 Performance** Based on achievements in multilateral forums and agreements with international partners in the priority areas, the target was met. A summary of key accomplishments by strategic outcome is provided in the Executive Summary.				
Program Activity	**2008-2009 Actual Spending ($ millions)**	**2009-2010 ($ millions)**				**Alignment to Government of Canada Outcomes**
		Main Estimates	**Planned Spending**	**Total Authorities**	**Actual Spending**	
International Policy Advice and Integration	150.3	117 .6	120.3	177.3	156.8	A Safe and Secure World through International Cooperation
Diplomacy and Advocacy	1098.2	923.5	991.9	1,225.1	1,076.2	A Safe and Secure World through International Cooperation
Total Strategic Outcome 1	1248.5	1041,1	1112.2	1402.4	1232.9	

Strategic Outcome 2: International Services for Canadians						
Performance Indicators Percentage of clients who were satisfied with consular, passport and commerce services provided by the department	**Target** 70%	**Performance** Surveys had the following satisfaction rates: consular: 92% commerce: 66% passport: N/A A summary of key accomplishments by strategic outcome is provided in the Executive Summary.				
Program Activity	**2008-2009 Actual Spending ($ millions)**	**2009-2010 ($ millions)**				**Alignment to Government of Canada Outcomes**
		Main Estimates	**Planned Spending**	**Total Authorities**	**Actual Spending**	
International Commerce						A Prosperous Canada through Global Commerce
DFAIT component	258.6	207.3	207.8	225.8	232.3	
EDC component	693.7	-119.5	-119.5	19,414.9	11,078.0	
Consular Affairs	49.9	37.1	54.5	61.5	55.4	A Safe and Secure World through International Cooperation
Passport Canada	44.8	34.1	34.1	62.3	14.2	A Safe and Secure World through International Cooperation
Total Strategic Outcome 2	1047.0	159.0	176.9	19,764.5	11,379.9	

Strategic Outcome 3: Canada's International Platform		
Performance Indicator	**Target**	**Performance**

[13] The RPP listed a second indicator: "Percentage of self-evaluations reporting that Canada's policies and interests have been advanced, either bilaterally or multilaterally." The quality and utility of this indicator were reviewed and the indicator was subsequently removed from DFAIT's Performance Measurement Framework.

Percentage of clients who responded favourably to common services they received	75%	In an online survey of DFAIT and partner Canada-based and locally engaged staff abroad, conducted in winter 2010, 75% expressed satisfaction with the common services provided by DFAIT. A summary of key accomplishments by strategic outcome is provided in the Executive Summary.

Program Activity	2008-2009 Actual Spending ($ millions)	2009-2010 ($ millions)				Alignment to Government of Canada Outcomes
		Main Estimates	Planned Spending	Total Authorities	Actual Spending	
Canada's International Platform: Support at Headquarters	317.6	304.1	349.8	379.5	370.0	A Safe and Secure World through International Cooperation/A Prosperous Canada through Global Commerce
Canada's International Platform: Support at Missions Abroad	580.2	449.6	449.6	541.4	518.5	A Safe and Secure World through International Cooperation/A Prosperous Canada through Global Commerce
Total Strategic Outcome 3	897.8	753.7	799.4	951.6	877.6	

Internal Services (support all strategic outcomes and program activities)[14]

Performance Indicator	Target	Performance
	See Section 2.4	See Section 2.4

Program Activity	2008-2009 Actual Spending ($ millions)	2009-2010 ($ millions)				Alignment to Government of Canada Outcomes
		Main Estimates	Planned Spending	Total Authorities	Actual Spending	
Internal Services	0	88.5	114.5	102.9	93.5	NA

1.3.3 Contribution of Priorities to Strategic Outcomes

2009-2010 Priorities	Type	Status (Note: 2009-2010 RPP plans for meeting the priority are in italics)[15]	Linkages to Strategic Outcome(s) (SOs)
1) Greater economic opportunity for Canada, with a focus on growing/ emerging markets	Previously committed to	Met all *Contribute to economic recovery and opportunity by implementing the Global Commerce Strategy (GCS) and boosting Canadian commercial engagement in the world:* DFAIT continued to implement the GCS to increase Canadian access to global markets for trade, investment and innovation. To support Canadian businesses that wish to invest responsibly in developing countries, DFAIT launched the Investment Cooperation Program (INC), replacing the Canadian International Development Agency's Industrial Cooperation program. *Advance bilateral negotiations on trade liberalization and market access with key states, with a new attention to Asia, and finalize implementation of free trade agreements (FTAs) with the European Free Trade Association, Peru, Colombia and Jordan:* Implemented FTAs with the European Free Trade Association and Peru, and worked toward bringing concluded agreements with Colombia, Jordan and Panama into force. Launched FTA negotiations with Ukraine and continued FTA talks with the Caribbean Community (CARICOM), the Republic of Korea, the Central America Four (El Salvador, Guatemala, Honduras and Nicaragua) and the Dominican Republic, and held exploratory meetings with Morocco and Turkey. Launched a Joint Study with India to explore the parameters of a possible comprehensive economic partnership agreement. The department also concluded an arrangement with China to mitigate import restrictions on Canadian agricultural	SO 1 This priority contributed to shaping the international agenda by advancing Canada's trade and economic interests, particularly with regard to market access, cooperative international agreements and arrangements, and two-way direct investment between Canada and priority countries

[14] Commencing in the 2009-2010 Estimates cycle, the resources for the Internal Services program activity are displayed separately from other program activities; they are no longer distributed among the remaining program activities, as was the case in previous Main Estimates. This has affected the comparability of spending and FTE information by program activity between fiscal years.

[15] **Exceeded:** More than 100% of the expected level of performance; **Met all:** 100% of the expected level of performance; **Mostly met:** 80% to 99% of the expected level of performance; **Somewhat met:** 60 to 79% of the expected level of performance; **Not met:** Less than 60% of the expected level of performance.

2009-2010 Priorities	Type	Status (Note: 2009-2010 RPP plans for meeting the priority are in italics)[15]	Linkages to Strategic Outcome(s) (SOs)
		exports. *Develop the Canada-European Union (EU) economic partnership:* DFAIT launched negotiations toward a comprehensive economic and trade agreement (CETA) with the EU and held two rounds of negotiations. *Focus on air services as well as foreign investment promotion and protection agreement (FIPA) negotiations:* Foreign investment promotion and protection agreements were signed with Jordan, the Czech Republic, the Slovak Republic, Latvia and Romania, while negotiations were successfully concluded with Kuwait, Bahrain, Madagascar and Hungary, and talks continued with China, India, Mongolia, Poland, Indonesia, Vietnam, Tunisia and Tanzania. Air transport agreements were signed with the European Union, Japan, South Africa, Cuba, Morocco, Ethiopia, Tunisia, and El Salvador. *Deliver programming for the 2010 Winter Games:* During the Olympics, DFAIT undertook intensive public diplomacy and investor outreach, including business round tables and the campaign "2010 Reasons to Do Business in Canada." *Advance Canadian interests in the Doha Round of the World Trade Organization:* DFAIT continued to represent Canada's interests in the Doha Round and prepared strategies to manage anticipated discussions at the G-8 and G-20 summits regarding these negotiations. *Prepare for the 2010 G-8 Summit:* DFAIT undertook intensive planning and coordination in preparation for the G-8 and G-20 summits, set the agenda for Canada's G-8 and G-20 presidencies, and hosted the G-8 Foreign Ministers' Meeting in Gatineau, Quebec. *Advance Canada's interests in the G-20:* The department generated support for the Framework for Strong, Sustainable, and Balanced Growth, including fiscal consolidation targets, plus international acceptance of financial sector regulatory reform, through the G-20 Sherpa negotiations.	worldwide. Areas for improvement included an enhanced leveraging of external trade policy expertise to assist in the development of innovative policy ideas in various areas of international trade policy (universities/ academies; think tanks, research institutes); and the building of domestic capacity in investment attraction as a counterweight to the worldwide slowdown in trade and investment.
2) United States and the hemisphere (the Americas)	Previously committed to	Met all *Implement a comprehensive strategy for Canada-United States relations on such issues as the global economy and trade relations, peace and security, the border, energy and climate change, Afghanistan and the Arctic:* Building on a major investment in issue analysis and related policy development prompted by the 2008 presidential election in the United States and aimed at establishing the most productive possible relationship for Canada with the incoming administration, DFAIT was successful in reorienting the bilateral relationship to encompass a more strategic and forward-looking whole-of-government agenda led by the Prime Minister and with the full engagement of Ministers. Sustained engagement between leaders and at the ministerial level helped to advance the common agenda and to defend and advance Canadian interests. Over the course of 2009-2010, DFAIT supported a bilateral visit to Washington by the Prime Minister as well as 35 ministerial visits. Among important achievements during the period were the successful conclusion of negotiations toward the Canada-U.S. Agreement on Government Procurement, which was related to the "Buy American" provisions of the U.S. stimulus legislation; the launch of a Canada-U.S. Clean Energy Dialogue and the launch of negotiations to amend the Great Lakes Water Quality Agreement; the establishment of a twice-yearly ministerial dialogue on border management, cooperation in the restructuring of the automotive sector; and an unprecedented level of civil and military cooperation in and on Afghanistan. Haiti reconstruction was another important area of cooperation between the two countries. DFAIT also played a leading role in support of the Prime Minister's participation in two important summits hosted by President Obama: the G-20 meeting in Pittsburgh in September 2009 and the Nuclear Security Summit in Washington in April 2010. *Strengthen relations with Mexico and elsewhere in the hemisphere through implementation of bilateral and multilateral programs and policies that promote greater prosperity (FTAs, air agreements, S&T accords):* See information on FTAs and other agreements under the first operational priority above. The department advanced relations with Brazil, where Canada opened a new office to forge greater economic relations, and re-established the Joint Economic and Trade Council consultations after a 10-year hiatus, with a mandate to facilitate trade and promote investment opportunities. DFAIT also hosted consultations with a 25-member delegation of Brazilian deputy and assistant deputy ministers and held a major policy conference engaging high-level Canadian and Brazilian officials. At	SO 1 and SO 2 This priority contributed to advancing Canada's international agenda by managing Canada's interests and relationship with its most important economic and military ally, as well as with its important partners in the Americas, including through multilateral forums such as the Organization of American States. This priority also contributed to international services for Canadians through the opening of a new trade office in Brazil. The recession highlighted the powerful role of the domestic lobby in U.S. foreign policy. Canada must be

2009-2010 Priorities	Type	Status (Note: 2009-2010 RPP plans for meeting the priority are in italics)[15]	Linkages to Strategic Outcome(s) (SOs)
		the Summit of the Americas, the Prime Minister announced a temporary increase of $5 billion in callable capital to the Inter-American Development Bank in an effort to fuel economic recovery in the region. Long-term linkages were expanded through new student mobility agreements and 500 new scholarships for study and research. *Enhance security (policing and judicial capacity building):* Bilateral consultations with Mexico increased cooperation related to police training and capacity building, justice sector reform, and counter-narcotics programs and information sharing. Similar assistance was provided to other countries in the region through the new Anti-Crime Capacity Building Fund which distributed more than $7 million to enhance the capacity of governments in the Americas to combat transnational crime. Regional collaboration and whole-of-government approaches were strengthened through sharing of best practices with the launch of the Regional Office for Peace and Security in Panama. *Promote democratic practices (accountable and transparent governance, respect for human rights and the rule of law):* Canada facilitated greater regional collaboration and strengthened whole-of-government policies and best practices in the area of democracy through the launch of the Andean Unit for Democratic Governance. Canada played a pivotal role in the Organization of American States (OAS) mediation mission resulting from the coup d'état in Honduras as well as the subsequent contributions to the Truth and Reconciliation Commission. Canada also led on the Cuba and Summit resolutions at the OAS General Assembly and promoted the OAS Democratic Charter, particularly in the context of freedom of speech in Venezuela and corporate social responsibility. A new scholarship initiative for Haiti was launched as a result of the earthquake to provide continuing academic studies to Haitian students.	effective in engaging and influencing decision makers and opinion leaders in the United States.
3) Afghanistan, including in the context of neighbouring countries	Previously committed to	Met all *Implement an integrated approach to the Afghanistan policy priorities for which the department is responsible: Afghanistan-Pakistan border management, the Afghan National Police, justice and corrections in Kandahar province, and support for Afghan-led reconciliation implement all diplomatic aspects of the Afghan mission; develop an integrated regional approach, including with Pakistan, and develop an integrated strategy for the transition of Canada's mission in Afghanistan until 2011:* DFAIT provided whole-of-government leadership and coordination of Canada's Afghan mission. A significant achievement was the launch at the G-8 Foreign Ministers' Meeting in Gatineau of the Afghanistan-Pakistan Border Region Prosperity Initiative, in collaboration with the two countries' governments, the World Bank and the Asian Development Bank. Canada facilitated the Dubai Process as the prime mechanism for Afghanistan-Pakistan border management. The department also supported implementation of initiatives by the Stabilization and Reconstruction Task Force (START) and the Counter-Terrorism Capacity Building Program aligned with DFAIT-led priorities of promoting rule of law, good governance, border management and reconciliation.	SO 1 This priority advances Canada's international agenda by promoting peace, democracy and security in a historically volatile region. It includes significant cooperation and coordination with bilateral partners, multilateral forums like the G-8 and security organizations such as NATO.
Management Priority			
4) Transforming the department	Previously committed to	Mostly met The department is making clear progress on the six themes of its Transformation Agenda: *DFAIT aligned with government priorities:* The department continued to align with overall government priorities and increased its flexibility to respond to new and emerging priorities. This included responding to complex emergencies such as the earthquake in Haiti and supporting the Prime Minister as host of the G-20 and G-8 summits in June 2010. *Strengthen the international platform:* DFAIT continued to implement a significant	Links to all SOs The ongoing departmental transformation into a modern, integrated ministry for the 21st century affects virtually every aspect of the department's operations and

[16] The Chief Financial Officer (CFO) model is the operational state for financial management within government that encompasses the move to increased accountability in the Federal Accountability Act and the new Financial Management Policy Suite Framework.

[17] Officers include Foreign Service, Management Consular, and Commercial and Economic streams.

2009-2010 Priorities	Type	Status (Note: 2009-2010 RPP plans for meeting the priority are in italics)[15]	Linkages to Strategic Outcome(s) (SOs)
		shift in departmental resources from its Ottawa headquarters to its missions abroad to strengthen its value added in the field. A new Memorandum of Understanding on Operations and Support at Missions was approved by all of DFAIT's partners with operations abroad. DFAIT has opened five regional offices since 2008, and has established four regional policy and program centres. *Improve services to Canadians:* DFAIT reorganized consular activities to better meet evolving emergency management needs, established a robust contingency planning function, created the first of three planned regional consular and emergency support offices staffed with experienced management consular officers, designed a training program for all staff involved in emergency management, supported the renewal of the Management Consular Officer stream, and increased training for consular staff on how to deal with complex issues and events abroad. Passport Canada simplified the passport renewal process, increased passport printing capacity, expanded the number of points of service, instituted ongoing monitoring and tracking to forecast demand fluctuations, and developed a contingency plan to increase operational capacity and respond more effectively to spikes in demand. The Trade Commissioner Service (TCS) prepared 230 market sector reports to provide Canadian businesses with up-to-date insight into international market opportunities. Expansion of the TCS domestic footprint (28 new FTEs and six satellite offices) made an important contribution to departmental performance. *Focus on core business:* The department is focused on its core mandate of trade and investment, international peace and security, international law and human rights, and geographic expertise. DFAIT strengthened its policy capacity through various measures, including adoption of an open policy-development model and extensive e-collaboration on policy issues. *Strengthen accountability:* DFAIT continued implementation of the CFO Model[16] to strengthen financial administration and strengthened oversight and accountability by reporting on evaluation and mission inspection recommendations to the Departmental Evaluation Committee and Departmental Audit Committee. *Renew human resources:* DFAIT renewed its human resources through ongoing officer recruitment, drawing on a pool of qualified candidates from the 2008 post-secondary collective recruitment exercise.[17] To increase the foreign-language capacity of DFAIT staff posted abroad, the Canadian Foreign Service Institute reinvested in related training. To strengthen the integrity of human resources data, DFAIT established a "super user" network to ensure effective communication across the HR function. A human resources mapping project was initiated, which will result in simplifying and improving HR processes.	policies. The Transformation Agenda is the mechanism by which the department seeks to modernize and improve policy and program capacity, improve services to Canadians and strengthen the international platform.

1.4 Working Context and Risk Analysis

DFAIT's global operations include work in places and circumstances that can be highly complex, dangerous and difficult. At the same time, its work can be affected by domestic developments. Therefore, DFAIT must exercise clear leadership and maintain a highly flexible organization, not only to be able to deliver results on a day-to-day basis, but also to be able to respond quickly and effectively to new events and issues as they arise.

Risk management is a critical component of DFAIT corporate and business planning and performance management. Risk refers to the effect of uncertainty on objectives. It is the expression of the likelihood and impact of an event with the potential to affect the achievement of an organization's objectives. DFAIT's Corporate Risk Profile was updated in 2009-2010, and an Integrated Risk Management Policy has been drafted. Once finalized, it will be applied to all departmental activities and operations.

DFAIT addresses possible exposure to risks by identifying key potential events or circumstances and estimating the likelihood and impact on departmental strategic outcomes. Using risk analysis, the department develops mitigation strategies aimed at addressing potential challenges and seizing possible opportunities. What follows is a summary of the key factors and strategic risks affecting DFAIT's operations, along with the corresponding mitigation strategies.

Highly volatile economic and political conditions at home and abroad: While Canada's economic and fiscal position has remained relatively positive compared with many other countries, Canada continues to be affected by volatility in world stock markets; global discussions on adjustments to fiscal architecture, including a proposed bank tax; protectionism prompted by domestic concerns about unemployment; and the need for constrained public spending following government stimulus. The department demonstrated considerable capacity to manage these risks, for example in its success in negotiating an agreement with the United States on the "Buy American" provisions of the

U.S. stimulus legislation, and its ability to rapidly expand summit preparations following the September 2009 announcement that Canada would host the G-20 Summit in addition to the G-8 Summit in June 2010.

Challenges in providing services to Canadian citizens abroad and protection of Government of Canada personnel, interests and assets: In the past year, the most significant unforeseen international event that affected Canadians and their interests has been the earthquake in Haiti. Canada's response, coordinated by DFAIT, was partly based on lessons learned from the 2004 Asian tsunami, which resulted in greater use of START (Stabilization and Reconstruction Task Force), increased interdepartmental consultation on Canada's emergency response abroad, and expanded capacity at DFAIT to handle such events.

Challenges related to external and internal communications: Technological changes and organizational dispersion can affect DFAIT communications. However, the department made major progress in 2009-2010 to address these issues, through measures such as consolidation of all mission websites onto one platform (Interwoven) and greater use of new technologies (e.g. video-conferencing, webinars and e-networking).

Competition for resources to support departmental priorities and change management: In 2009-2010, DFAIT continued to adjust to government-wide fiscal restraint, amidst intense pressure on resources associated with Canada's hosting of the Olympics, G-8 Foreign Ministers' Meeting and G-20 within the span of one year. It is worth noting that DFAIT carries out an extremely diverse mandate and set of activities using only 1% of total government spending.

Existing and evolving challenges with human resources, financial and information management systems for decision making and reporting: DFAIT's global operations put extensive demands on a host of technological applications. In 2009-2010, the department completed renewal of its classified information system (SIGNET-C5) to enhance productivity and security. To improve management and sharing of information, DFAIT opened a secondary data centre, which will ensure the reliability of information management and technology services for the department and its partners at missions abroad. In addition, the department tripled the capacity for remote access to information technology services and increased the number of applications available with the service. DFAIT also supports the standardization of human resources (HR) systems throughout the Government of Canada. The department implemented two pay modules in 2010 and is actively involved in the Human Resources Management System common configuration project aligned with Government of Canada priorities.

Erosion of human and knowledge capital: As a knowledge-based organization that needs highly skilled employees, DFAIT continues to face severe competition in attracting and retaining personnel in key shortage areas. In 2009-2010 the department increased its foreign-language capacity of staff posted abroad. In addition, it established a "super user" function to ensure its data integrity.

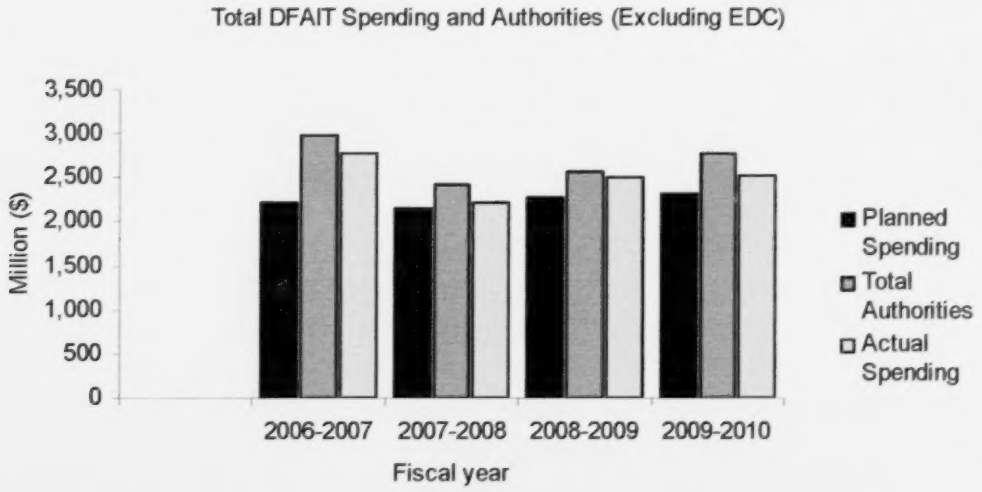
Over the course of the last year, an Integrated Risk Management Policy has been developed to strengthen the management of risk across the department, specify accountabilities for key risk management activities, and ensure that the workplace has the capacities and tools to be innovative. The department's Corporate Risk Profile (CRP) has been updated based on comprehensive input from all bureaus and branches and has been approved by senior management. At the same time, risks and mitigation strategies have been embedded in the 2010-2011 Integrated Corporate Business Plan. The top six risks described in the CRP have been linked to DFAIT's strategic outcomes and Program Activity Architecture. Five of the six risks link to all three of the department's strategic outcomes, while the first risk listed above applies primarily to Strategic Outcomes 1 and 2. (See the 2010-2011 *Report on Plans and Priorities* for more detailed information.)[18]

1.5 Expenditure Profile

DFAIT's total actual spending for 2009-2010 amounted to $13,594.9 million, including $11,078 million pertaining to the Export Development Canada (EDC) Canada Account. The department's net actual spending amounted to $2,516.9 million in 2009-2010, against total authorities of $2,775.8 million.

[18] http://www.tbs-sct.gc.ca/rpp/2010-2011/inst/ext/ext00-eng.asp

1.5.1 Departmental Spending Graph



DFAIT's actual spending increased by an average of 7% each year between 2006-2007 and 2008-2009, excluding the 2006-2007 exceptional one-time authorities and spending related to the Softwood Lumber Products Export Charge Act, 2006 ($502 million) and debt forgiveness for six developing countries ($126.9 million). However, growth stabilized during 2009-2010 to a 1% increase over 2008-2009.

Typically there is some variance between planned spending in the *Report on Plans and Priorities* and actual spending each year due to unforeseen initiatives that are funded through Supplementary Estimates. For 2009-2010, the difference between DFAIT's spending and total authorities can be explained by factors such as:[19]

- $139.6 million in new funding to address increases in the assessed costs of Canada's membership in international organizations, including assessments for new UN peacekeeping missions (Somalia, Central African Republic and Chad);
- $32.6 million in new funding for additional representation at Canada's missions abroad and regional offices in Canada;
- $31.1 million for hosting of the G-8 and G-20 summits;
- $18.3 million for the acquisition and development of permanent staff quarters and an embassy in Afghanistan;
- $14.5 million for the acquisition of land and staff housing units in Pakistan; and
- $13.4 million to support Canada's initial response to the January 2010 earthquake in Haiti.

DFAIT continues to face budgetary constraints, like other federal departments and agencies. It has made cumulative contributions to government-wide reallocation exercises of over $413 million since 2005-2006, including nearly $160 million in 2009-2010, thus doing its part to address a very challenging financial environment.

1.5.2 Canada's Economic Action Plan—Canada Account

In the context of *Canada's Economic Action Plan*, a total of $14.5 billion was committed by the governments of Canada and Ontario in support of the restructuring and renewal of the automotive industry in Canada.

In 2009-2010, a total of $13.7 billion was disbursed ($2.9 billion in support of Chrysler Canada and $10.8 billion in support of General Motors of Canada). One third of this support was provided by Ontario and two thirds by Canada, via the Canada Account.

Of the total actual spending of $11.078 billion from the Canada Account, $10,767 billion was related to stimulus measures in *Canada's Economic Action Plan* and the remaining $310.9 million was for other approved transactions. The actual spending includes the recorded expense in the Canada Account that resulted from the transfer of shares to the Canada Development Investment Corporation, loans that are repayable in 2010-2011 by Chrysler Canada and General Motors of Canada, as well as professional fees and foreign exchange losses.

On July 10, 2009, the Government of Canada agreed to exchange approximately $9.753 billion of General Motors' outstanding receivable into shares. These shares are held by the Canada Development Investment Corporation. At the exchange date, the fair value of the preferred and common shares was estimated to be $3.149 billion. An amount

[19] This is not an exhaustive list.

of $6.604 billion, representing the difference between the face value of the loans and the fair value of the equity, has been recorded as an expense in the Canada Account for 2009-2010.

1.5.3 Voted and Statutory Items Table ($ millions)

Vote # or Statutory Item (S)	Truncated Vote or Statutory Wording	2007-2008	2008-2009	2009-2010	
		Actual Spending	Actual Spending	Main Estimates	Actual Spending
1	Operating expenditures	1,222.0	1,361.5	1,186.5	1,374.3
5	Capital expenditures	170.9	172.9	140.0	188.3
10	Grants and contributions[20]	742.4	816.0	726.4	826.7
11	Passport Canada—Capital expenditures	-	10.0	10.0	9.8
13	Passport Canada—Operating expenditures	-	12.7	-	-
(S)	Contributions to employee benefit plans	74.0	82.1	74.5	95.6
(S)	Minister of Foreign Affairs: Salary and motor car allowance	0.1	0.1	0.1	0.1
(S)	Minister for International Trade and Minister for the Asia-Pacific Gateway: Salary and motor car allowance	0.1	0.1	0.1	0.1
(S)	Minister of State of Foreign Affairs (Americas): Motor car allowance	-	-	-	0[21]
(S)	Payments to Export Development Canada (EDC) to discharge obligations incurred pursuant to section 23 of the Export Development Act (Canada Account) for the purpose of facilitating and developing trade between Canada and other countries. (S.C., 2001, c. 33)	95.4	0.6	1.0	6,573.4
(S)	Payments under the Diplomatic Service (Special) Superannuation Act (R.S. 1985, c. D-2)	0.2	0.1	0.3	0.1
(S)	Passport Office Revolving Fund (Revolving Funds Act R.S. 1985, c. R-8)	-19.4	22.1	24.1	4.3
(S)	Refund of amounts credited to revenue in previous years	0.1	0.1	-	0.1
(S)	Spending of proceeds from disposal of surplus Crown assets	2.5	2.4	-	3.2
(S)	Losses on foreign exchange	7.8	9.2	-	9.5
(S)	Losses on foreign exchange (EDC)	354.9	-	-	869.9
(S)	Administrative fees (EDC)	10.0	7.9	-	6.0
(S)	Payments under Budget Implementation Act	10.0	10.3	-	4.7
	Total Budgetary	2,671.0	2,508.1	2,162.9	9,966.1
(S)	Payments to EDC to discharge obligations incurred pursuant to section 23 of the Export Development Act (Canada Account) for the purpose of facilitating and developing trade between Canada and other countries (S.C., 2001, c. 33) (Non-Budgetary)	-588.4	685.2	-120.5	3,628.7
	Total Department	2,082.6	3,193.3	2,042.4	13,594.8

Note: Due to rounding, figures may not add to totals shown.

[20] Includes assessed contributions for Canada's membership in international organizations and non-assessed grants and contributions.

[21] Minister of State of Foreign Affairs (Americas): motor car allowance expenditure was a new item this fiscal year and was in the amount of $2,070.

Section 2: Analysis of Program Activities by Strategic Outcome

2.1 Strategic Outcome 1: Canada's International Agenda

Description: Strategic Outcome 1 ensures that the international agenda is shaped to Canada's benefit and advantage in accordance with Canadian interests and values. It involves developing and implementing foreign affairs and international trade policies and programs to achieve Canada's broader international goals. This strategic outcome is supported by two program activities: International Policy Advice and Integration, and Diplomacy and Advocacy.

2.1.1 Program Activity 1: International Policy Advice and Integration

Description: This program activity provides strategic direction, intelligence and advice, including integration and coordination of Canada's foreign and international economic policies. It enables the department to plan and coordinate its international activities with a view to integrating Canada's foreign and international economic policies.

Benefits for Canadians: Through this program activity, the department develops policies and programs that influence the international agenda to reflect Canadian interests and values and foster the security and prosperity of Canadians. This program activity also ensures government-wide coordination and coherence of Canadian foreign and international trade policies and provides the government with the information, analysis and intelligence it needs to make informed decisions.

Program Activity 1: International Policy Advice and Integration					
2009-2010 Financial Resources ($ millions)			2009-2010 Human Resources (FTEs)		
Planned Spending	Total Authorities	Actual Spending	Planned	Actual	Difference
120.3	177.3	156.8	879	818	-61

Expected Result	Performance Indicators and Targets	Performance Status and Summary
The Government of Canada has the information, intelligence and advice it needs to make informed decisions on foreign and international economic policies, programs and priorities.	Level of satisfaction of the government with the information, intelligence and advice. Target: significant level of satisfaction demonstrated by approval and use of advice.	**Met all:** Approval and use of advice (notably in relation to ongoing implementation of the Global Commerce Strategy, in multilateral forums such as the G-8 and the UN, and in the management of Canada's relations with the United States) demonstrated a significant level of satisfaction.
	Management Accountability Framework (MAF) assessment: Area of Management (AoM) 4 (Effectiveness of Extra-Organizational Contribution) and 5 (Quality of Analysis in Treasury Board Submissions). Target: MAF assessment results are "acceptable" or higher.	**Mostly met:** AoM 4: Acceptable (MAF VI); AoM 5: Opportunity for Improvement (MAF VII).
	Use of consultation mechanisms with stakeholders. Target: use of consultations in all major policy and program initiatives.	**Met all:** Stakeholder consultations were used in all major policy and programming initiatives.

Performance Analysis: This program activity, which supports the department's first strategic outcome (Canada's International Agenda), encompasses three elements (in italics below). Although much of the work in 2009-2010 focused on the first two elements, the program activity did meet all of its stated commitments.

Planning, integration and coordination of policy on international issues: DFAIT provided planning and coordination to prepare Canada's policy priorities for the G-8 and G-20 summits, to set the agenda for Canada's G-8 presidency, and to host the G-8 Foreign Ministers' Meeting in Gatineau, Quebec. DFAIT also provided assistance to Trinidad and Tobago in hosting the fifth Summit of the Americas. Meanwhile, the U.S. presidential election prompted a major investment in issue analysis and related policy development with a view to establishing the most constructive possible relationship for Canada with the new Obama administration.

DFAIT also undertook rigorous policy work related to trade policy and market access issues, including new or ongoing negotiations of free trade and other agreements, such as the pursuit of a Canada-U.S. agreement on government procurement.

Elsewhere in the Americas, DFAIT led the government's response to the January 2010 earthquake in Haiti, hosted the Ministerial Preparatory Conference on Haiti in Montreal on January 25, 2010, and worked closely with federal partners to ensure a leadership role for Canada at the Haiti Reconstruction Conference chaired by the UN in March 2010, which raised more than $5 billion for reconstruction assistance over the next two years.

On Afghanistan, DFAIT provided whole-of-government leadership and coordination of Canada's Afghan mission. A significant achievement was the agreement at the G-8 Foreign Ministers' Meeting on the Afghanistan-Pakistan Border

Region Prosperity Initiative, reached in collaboration with the two countries' governments, the World Bank and the Asian Development Bank.

Policy and program development: DFAIT advanced coordination of Canada-U.S. policy on issues of shared concern by organizing a visit to Washington, D.C., for the Deputy Ministers' Committee on Global Trends, Foreign Affairs and Defence (GTFAD). As co-chair of GTFAD, DFAIT coordinated interdepartmental research and analysis to ensure that committee members were fully informed and engaged.

DFAIT also refined management processes governing the International Assistance Envelope, developed an Arctic Foreign Policy (released in August 2010), hosted an Arctic Ocean Ministerial Meeting in March 2010 and established regional policy centres focused on peace and security (in Panama City), democratic governance (in Lima) and the Arctic (in Oslo).

Regarding program development, the department established the Anti-Crime Capacity Building Program, launched the Investment Cooperation Program (INC) and established a new scholarship initiative for Haiti to provide continuing academic studies to Haitian students as that country continues to recover from the January 2010 earthquake.

Political/economic information and analysis: The program activity advised senior management and the government as a whole on foreign policy and international trade issues in order to inform policy development and decision making.

Performance Highlights

From 2009-2010 RPP	Performance Indicators and Targets	Performance Status and Summary
Coordinated whole-of government response to the January 12, 2010, Haiti earthquake, which killed some 223,000 people, injured over 300,000 and displaced some 1.3 million people; and led international response to longer-term reconstruction and recovery in Haiti.[22]	Canadian response in line with Canadian and international guidelines. Timely and efficient whole-of-government response to the earthquake. Deployment of additional Canadian police to Haiti for peacekeeping.	**Exceeded:** Coordinated one of Canada's largest natural disaster responses, facilitating the deployment of over 75 technical and humanitarian civilian experts and 2,000 military staff to provide humanitarian assistance, equipment, engineering, medical and water purification as well as Canada's relief supplies. Rapid post-disaster needs assessment and disbursements of nearly $8 million to support the Haitian National Police and civil society organizations in providing facilities, equipment and training to help rebuild community security. Arranged with whole-of-government partners for the recruitment and a phased 50% increase in deployments of Canadian police to Haiti. Secured diplomatic clearances for Canadian personnel, vessels, aircraft, equipment and supplies in or transiting through Haiti, Jamaica and the Dominican Republic. Consular and other DFAIT staff worked on a 24/7 basis, handling over 49,500 calls in the department's Emergency Operations Centre and repatriating some 4,620 Canadians. The Government of Canada hosted and chaired the Ministerial Preparatory Conference on Haiti in Montreal on January 25, which established a clear and common vision within the international community for the early recovery and longer-term reconstruction of Haiti. Worked closely with CIDA and the Department of Finance to ensure a leadership role for Canada at the Haiti Reconstruction Conference chaired by the UN in March 2010.
Demonstrate leadership in Canada's re-engagement in the Americas by collaborating with strategic partners in the region on key issues, including Haiti, and by highlighting important initiatives on economic prosperity,	Whole-of-government coordination of emergency and crisis response. Policy advice and programming guidance provided.	**Met all:** START funded International Crisis Group reports on Haiti (and Colombia), and the department led emergency response and education initiatives and facilitated European participation in relief efforts after the Haiti earthquake. Established the Regional Office for Peace and Security in Panama City and the Andean Unit for Democratic Governance in Lima, Peru. Provided policy advice on free trade agreement (FTA) negotiations with Peru, Colombia, Panama, the members of the Caribbean Community (CARICOM), the Central America Four members (El Salvador, Guatemala, Honduras and Nicaragua) and the Dominican Republic, and on efforts toward modernization of the Canada-Costa Rica FTA. Chaired the General Committee of the OAS General Assembly as well as

[22] For obvious reasons, this item did not appear in the *Report on Plans and Priorities*.

From 2009-2010 RPP	Performance Indicators and Targets	Performance Status and Summary
security and democratic governance.		the Committee on Hemispheric Security and took a leadership role on corporate social responsibility through regional workshops and an OAS General Assembly resolution. Hosted a policy conference attended by senior Canadian and Brazilian officials as part of a series of substantive discussions on key bilateral and multilateral issues. At the Summit of the Americas, increased callable capital of $5 billion to the Inter-American Development Bank (IDB) and supported a General Capital Increase at the IDB annual meeting in Cancun in March 2010 to support economic recovery in the region. A new office was opened in Brazil to forge greater economic ties with that country, and the Joint Economic and Trade Council consultations were re-established after a 10-year hiatus, with a mandate of exchanging information, facilitating trade and promoting investment relations. Celebrated Canada's 20th year in the OAS with high-level events and programming that promoted the importance of Canada's engagement and dedication to the region.
Provide strategic advice in support of the Government of Canada's relations with the new United States administration.	Policy advice and guidance on foreign policy and international trade provided.	**Met all:** Organized a visit to Washington by the Committee on Global Trends, Foreign Affairs and Defence (GTFAD) in January 2010 and provided policy advice on the management of Canada-U.S. relations on the Arctic. Provided trade policy advice on a range of issues, including the "Buy American" provisions in U.S. economic stimulus legislation, negotiations leading to the conclusion of the Canada-U.S. Agreement on Government Procurement (signed on February 12, 2010), as well as issues related to the Softwood Lumber Agreement and technical barriers affecting trade. Provided analysis and advice on the management of bilateral export control issues with the United States, notably concerning the International Traffic in Arms Regulations, and provided analysis and support in advance of the launch of negotiations with the U.S. to amend the Great Lakes Water Quality Agreement.
Provide ongoing support for Canada's whole-of-government engagement in Afghanistan, and coordination with international allies and partners.	Coordination of Canadian policy through whole-of-government approach. Coordination with NATO allies, the UN and key international partners.	**Met all:** Launched the G-8 Afghanistan-Pakistan Border Region Prosperity Initiative at the G-8 Foreign Ministers' Meeting in Gatineau in March 2010, in partnership with the Governments of Afghanistan and Pakistan, the World Bank and the Asian Development Bank. Engaged with allies at NATO to coordinate and advance collective interests on Afghanistan and hosted a meeting of Regional Command South allies (Netherlands, the United Kingdom, the United States, Denmark, Estonia, Romania, Australia and NATO) in October 2009. The Global Peace and Security Fund (GPSF) provided $15.2 million in funding for HQ Kandahar operations and new needs in the field.
Provide integrated political and economic policy advice on emerging markets such as China, India and Brazil.	Policy advice on emerging markets provided. Whole-of-government coordination of policy advice on emerging markets. Number of departments engaged in policy planning talks.	**Met all:** Provided trade policy advice on Canada's engagement with large emerging markets. Canada and India launched a Joint Study to explore the parameters of a possible comprehensive economic partnership agreement. Undertook policy planning talks and organized high-level interdepartmental engagement (20 departments) for consultations with government and non-government leaders from Brazil, China and the United States. Provided policy advice and support for major visits, such as the Prime Minister's and the Foreign and Trade Ministers' visits to China and India; 10 Canadian deputy ministers' visits to Brazil and reciprocal visits of 25 deputy ministers to Canada; and for major initiatives, such as the first round of the Canada-China Strategic Working Group engaging China on a broad range of issues. The department also provided policy advice for the Canada-China Joint Statement on a bilateral action plan. Organized a Canada-Brazil conference to discuss key issues of importance to the bilateral relationship and opened a new office in Brazil to promote commercial engagement.

From 2009-2010 RPP	Performance Indicators and Targets	Performance Status and Summary
Develop policies and programs to address international security, crime and terrorism threats and to foster greater security cooperation in priority regions.	Development of Anti-Crime Capacity Building Program. Use of Canada's G-8 presidency.	**Met all:** Developed the Anti-Crime Capacity Building Program, established in December 2009. Developed and promoted internationally, especially in the G-8 context, an initiative to combat the growing threat of "partnerships of convenience" between criminal networks and terrorism. Developed policy responses to international security developments in various regions, such as Darfur and southern Sudan, engaging partners in coordinated initiatives and mandate renewals.
Provide leadership in planning and coordinating Canada's positions on international security issues, in cooperation with key partners in the hemisphere (the United States and Mexico) as well as with the G-8 and NATO.	Reflection of Canadian policy positions at international forums. G-20 endorsement of UN Convention Against Corruption review mechanism.	**Met all:** Ensured Afghanistan was reflected as a priority in multilateral strategies and projects, including with NATO allies and G-8 partners. Canadian leadership secured G-20 endorsement in the Pittsburgh Leaders' Statement to develop "an effective, transparent and inclusive UN Convention Against Corruption (UNCAC) review mechanism," which was successfully negotiated at the 2009 Conference of UNCAC Parties. Led Canadian participation at the NATO Summit and Foreign Ministers' Meeting, which advanced Canada's positions and international security interests. Bilateral consultations with Mexico increased cooperation for training and capacity building on police professionalization, justice sector reform, and counter-narcotics programs and information sharing. Supported international efforts and U.S. leadership on the Iranian nuclear issue by advocating for the fourth round of UN Security Council sanctions to address Iran's nuclear program and calling Iran to account for its nuclear non-compliance at the International Atomic Energy Agency.
Provide comprehensive and streamlined policy advice to DFAIT ministers and senior managers, based on regular monitoring of ministerial priorities and policy coordination and consultation with other departments, notably through the Deputy Ministers' Committee on Global Trends, Foreign Affairs, and Defence (GTFAD).	Research and policy advice provided. Mechanism established to check actions against government priorities. Other government departments are consulted and contribute to policy development at most senior levels.	**Met all:** Developed processes for senior managers to review progress reports and to report to the Prime Minister on progress against priorities. As co-chair of GTFAD (with CIDA), DFAIT developed research products and coordinated interdepartmental research and analysis. Provided strategic guidance and policy advice to the Deputy Ministers' Committee on Conflict and Fragility, securing broad support for key policies to inform collective analyses of emerging crises and improve the government's engagement in fragile and conflict-affected states. Developed trade policy advice regarding issues at the World Trade Organization and other multilateral forums, bilateral and regional trade negotiations, and dispute settlement and market access issues impacting Canadian businesses abroad.
Lead in planning for Canada's turn as host of the 2010 G-8 Summit, as well as developing and coordinating Canada's policy priorities for its G-8 presidency in 2010.	Identification of policy positions and priorities. Interdepartmental collaboration and leading development of Muskoka initiative on maternal and child health.	**Exceeded:** Prepared the Muskoka Summit policy agenda, including preliminary negotiation of the Muskoka Declaration, offering firm G-8 views on a range of global issues, including security, development and the environment. Planned and coordinated Canada's policy positions and priorities on a range of global issues within the context of Canada's G-8 presidency. Organized an interdepartmental and civil society consultative process to ensure alignment of G-8 and G-20 leaders' meeting agendas with Canadian foreign and international economic priorities, in addition to organizing domestic civil society outreach sessions on a range of G-8 and G-20 issues. Conducted extensive international outreach in Asia, Latin America and Africa to communicate Canadian G-8 and G-20 priorities. In addition to the G-8, also assumed responsibility for G-20 chairmanship

From 2009-2010 RPP	Performance Indicators and Targets	Performance Status and Summary
		and the June 2010 G-20 Summit in Toronto. Conducted initial international negotiations on Toronto Summit agenda.
Prepare and host the G-8 Foreign Ministers' Meeting in Gatineau in March 2010.	Consensus on key issues and statements. G-8 members' satisfaction with Gatineau Foreign Ministers' Meeting.	**Exceeded:** Identified and elaborated priorities for the G-8 Foreign Ministers' Meeting in Gatineau, which resulted in substantive discussion on the linkages between drugs, crime and terrorism and included a Chair's Statement on general security issues, including issues related to Iran and North Korea, as well as agreement on an influential statement on non-proliferation that helped prepare the ground for the Nuclear Security Summit and the Non-Proliferation Treaty Review Conference. Identified key issues and priorities, consistent with Canadian positions, resulting in a productive and substantive discussion by G-8 foreign ministers, who qualified the Gatineau meeting as the best in years, and which restored support for its role.
Work with partner departments and stakeholders to improve the effectiveness of Canada's International Assistance Envelope (IAE); develop and refine Canadian foreign policy with respect to the Arctic (in support of the government's Northern Strategy); and support the government's goal to create a democracy promotion agency.	Interdepartmental processes and consultation mechanisms on IAE effectiveness developed. Finalization of Arctic Foreign Policy. Establishment of regional policy centres.	**Met all:** Created an interdepartmental working group to improve the effectiveness of the IAE, which agreed to revisions to the IAE management framework. Finalized the Arctic Foreign Policy (released in August 2010) to develop a more strategic approach to international Arctic policy issues, working with partner departments, territorial governments and Canadian indigenous organizations. Established the Andean Unit for Democratic Governance in Lima, Peru. Hosted the Arctic Ocean Foreign Ministers' Meeting in March 2010, focusing on issues of relevance to the Arctic coastal states, such as continental shelf delineation and potential public safety challenges.[23] Established the Canadian International Centre for the Arctic Region in Oslo, Norway.[24]
Align the department's organization and focus on delivery of the government's foreign and trade policy priorities as well as change the way the department operates to respond more quickly and flexibly to new and emerging priorities as they arise.	Implementation of the six core areas of the Transformation Agenda, with a particular focus on developing the New Business Model. Realignment of HQ to focus on government priorities.	**Mostly met:** The implementation of the Transformation Agenda launched in 2008-2009 continues on track, with particular focus this year on the development of the New Business Model, which introduced new ways of doing business; modernized operations in Canada and at missions abroad; and focused DFAIT on its core business priorities. Reorganized the Geographic divisions and the missions to reflect the new regional and thematic approach, emphasizing priority countries and making better use of expertise and resources. The number of Geographic divisions at HQ was reduced from 32 to 22. Six missions were closed and 13 missions or offices were opened (seven officially and five under interim operations), for a total of 173 missions. More of the responsibility for bilateral relations was shifted to the missions and there is now closer collaboration between missions and HQ on briefing materials. Established the Investment Cooperation Program (INC) in January 2010.
Strengthen the department's policy and program capacity in areas that are at the core of its mandate: peace and security, trade and investment, international law and	Initiatives taken to strengthen the department's policy capacity. Number of e-discussions held. Policy advice and assessment mechanisms	**Mostly met:** Analyzed and presented policy implications and options on key priorities through a stronger policy development capacity and effective networks. Enhanced internal and external engagement processes, adopted an open policy-development model, used e-collaboration, and focused on policy at the Deputy Ministers' annual leadership conference. Created the Global Emerging Issues Network of interdepartmental policy directorates to improve horizontal coordination on trends analysis and launched the "global citizens" initiative to develop strategic policy that better

[23] www.international.gc.ca/polar-polaire/arctic-meeting_reunion-arctique-2010_index.aspx
[24] www.international.gc.ca/media/aff/news-communiques/2009/387104.aspx?lang=en

From 2009-2010 RPP	Performance Indicators and Targets	Performance Status and Summary
human rights as well as geographic expertise.	established, which reach out to a broad group inside and outside government.	aligns the department with the growing numbers of Canadians abroad. Organized two public "e-discussions" (on the European Union and on the G-8/G-20) using e-collaboration tools to engage the public on policy. The EU process resulted in 572 comment submissions and nine policy paper submissions. The G-8/G-20 process led to 186 comment submissions and six policy paper submissions. Organized an extensive outreach tour to Canadian universities and civil society organizations by senior department officials to bring greater profile to Canada's engagement abroad in the areas of democracy, security and prosperity. The Global Peace and Security Fund funded five think-tank papers on Haiti, Colombia and Sudan that reached 25,000 recipients, focusing regional media and government interest on governance crises. Developed an informal trade policy research network to increase dialogue with external experts (e.g. academics, think tanks) and assist in the development of innovative policy ideas. Strengthened capacity in DFAIT's Office of the Chief Economist, and conducted the first econometric analysis of the economic impact of the Trade Commissioner Service, which demonstrated that for every dollar Canada invests in TCS services, $27 of increased exports is generated.
Increase the availability and timeliness of information on international security and stability issues.	Degree of expansion of Global Security Reporting Program (GSRP).	**Met all:** The GSRP, designed to collect, evaluate and disseminate overseas security-related information, expanded to 20 officers located in Africa, the Middle East, Europe, Asia and the Americas, who delivered about 800 timely reports on international security and stability issues, which received positive feedback from other government departments and foreign partners.

Lessons Learned: Given the volatile international environment and the growing number of players in foreign and trade policy worldwide, it is imperative that DFAIT maintain robust policy networks, closely engaging Canadian and international partners on issues of shared interest, and that it be able to respond rapidly. Furthermore, ongoing monitoring and analysis of international as well as domestic trends and issues is essential to DFAIT's policy advice, development and coordination. In so doing, DFAIT will continue to maximize input from Canada's missions abroad.

DFAIT's latest Management Accountability Framework assessment made clear the need for the department to improve the quality and timeliness of its Treasury Board submissions.

2.1.2 Program Activity 2: Diplomacy and Advocacy

Description: This program activity engages and influences international players and delivers international programs and diplomacy. It allows Canada to implement its international policies to foreign audiences inside and outside Canada and thus fulfill the mandated roles and responsibilities that are associated with the diplomatic work of a foreign and international trade ministry.

Benefits for Canadians: Diplomacy and Advocacy is the mechanism that the department uses to represent Canadians on the international stage in order to defend and advocate Canada's diplomatic and economic interests and project Canadian values abroad. Strategic engagement of the public and other stakeholders helps to ensure that Canada's foreign policy is aligned with the interests and values of Canadians.

Program Activity 2: Diplomacy and Advocacy					
2009-2010 Financial Resources ($ millions)			2009-2010 Human Resources (FTEs)		
Planned Spending	Total Authorities	Actual Spending	Planned	Actual	Difference
991.9	1,225.1	1,076.2	1,545	1,510	-35

Expected Result	Performance Indicators and Targets	Performance Status and Summary
Canada's diplomatic efforts and programs engage and influence international players to protect and build support for Canadian interests and values.	Reflection of Canadian foreign and international economic policy priorities in bilateral and multilateral actions, decisions, declarations and agreements. Target: significant level of support for Canadian positions in the international community.	**Met all:** Canadian positions were reflected in the international response to the Haiti earthquake, in the Copenhagen Accord, at the G-8 Foreign Ministers' Meeting, at the UN and in various trade negotiations and agreements as directed under the Global Commerce Strategy.
	Effectiveness of programs in achieving results and aligning with priorities. Target: program effectiveness.	**Met all:** All planned projects were completed on or ahead of schedule.

Performance Analysis: This program activity, which supports DFAIT's first strategic outcome (Canada's International Agenda), is made up of the following three elements (in italics).

Diplomacy inside Canada: DFAIT managed visits by 42 foreign dignitaries to Canada. It also organized events and briefings for the foreign diplomatic community, including the Northern Tour in support of Canada's Northern Strategy and a diplomatic forum on the Vancouver 2010 Winter Games. The department relied on extensive consultations with federal partners, the provinces and territories, and other stakeholders on a range of issues, including negotiation of numerous trade and other agreements as well as Canada's response to the earthquakes in Haiti and Chile, in order to better inform Canada's international trade and political agenda.

Diplomacy outside Canada: DFAIT managed the Governor General's visits to 10 countries and the Prime Minister's visits to 16 nations. To broaden awareness of Canadian interests and engagement in global affairs, the department held 87 public diplomacy events worldwide in 2009-2010. DFAIT continued its implementation of the government's Global Commerce Strategy by successfully negotiating numerous free trade and other agreements with key countries, while significantly advancing ongoing negotiations with other nations. This work focused on emerging markets, such as China, India and Brazil, but also included the European Union, partners in the Americas and many other countries worldwide. The purpose of the Global Commerce Strategy is to boost Canadian commercial engagement in global value chains, secure competitive terms of access to global markets and networks for Canadian businesses, increase foreign direct investment in Canada and Canadian direct investment around the world, and forge stronger linkages between Canada's science and technology community and global innovation networks.

DFAIT's diplomatic and advocacy work delivered results at key events hosted by Canada, including the G-8, the G-20, and the Ministerial Preparatory Conference on the post-earthquake situation in Haiti. The department actively worked on Canada's campaign for a seat on the UN Security Council in 2011-2012. Also at the UN, Canada led the annual UN General Assembly resolution on the human rights situation in Iran. DFAIT conducted a successful campaign (over 370 outcalls and events) in the United States to advance Canadian interests with regard to the "Buy American" provisions in the U.S. Recovery and Reinvestment Act. With regard to Canada's Arctic policy, DFAIT carried out public diplomacy activities at missions abroad and at the Canadian International Centre for the Arctic Region in Oslo. Canada also hosted the Arctic Ocean Foreign Ministers' Meeting in March 2010, where the five Arctic Ocean coastal states met to discuss issues of common interest such as continental shelf delineation and potential public safety challenges. The department continued to advance Canada's priorities in Afghanistan, leading at the G-8 Foreign Ministers' Meeting, which launched the Afghanistan-Pakistan Border Region Prosperity Initiative.

International operations and programs: DFAIT'S programs are an important policy tool to advance Canada's priorities and strategic objectives and protect Canadians. This program activity pursued the following initiatives:

- Canada's international memberships: Canada is a fully engaged member of the world's most important and influential multilateral organizations, keenly aware of the importance of active global citizenship to Canadians. For instance, Canada is a top-seven contributor to the regular UN budget and a top-10 financial contributor to UN peacekeeping operations.
- Education/youth programs: Canada and the United States reached an agreement to establish a binational educational exchange foundation (the Canada-U.S. Fulbright Program), ensuring continued high-level bilateral academic exchange. The Canada-U.S. Fulbright Program is supported by DFAIT, the U.S. State Department, and several public and private sector partners.
- START (Stabilization and Reconstruction Task Force): The purpose of START is to enhance the Government of Canada's capacity for international crisis response. START programming promotes the rule of law, good governance, border management and reconciliation in Afghanistan, Sudan and Haiti, closely collaborating with a network of federal and G-8 partners, the United Nations, and regional organizations such as the European Union, the African Union and NATO. Start's Global Peace and Security Fund (GPSF) supported over 250 projects worth over $100 million in these countries.

- Global Partnership Program: The Global Partnership Program, a G-8 initiative, committed $119.9 million to reduce threats posed by weapons and materials of mass destruction in Russia and countries of the former Soviet Union. Collaboration with other donors, including the United States, the United Kingdom and the Republic of Korea, resulted in a number of successful projects and established the basis for future cooperation.
- Counter-Terrorism Capacity Building Program: $11 million in assistance enhanced the capacity of key beneficiary states, government entities and international organizations to prevent and respond to threats posed by terrorist activity in a manner consistent with international counterterrorism and human rights obligations, norms and standards. Programming was directed at Canada's geographic priorities and key counterterrorism challenges, including challenges related to transportation, border security and financing of terrorism. Because counterterrorism requires international cooperation and coordination, Canada works to develop legal instruments, best practices and international standards in various multilateral groups, including the United Nations, NATO and the Organization of American States.
- Anti-Crime Capacity Building Program: More than $7 million increased the capacity of states in the Americas to combat corruption and transnational crime. Canada works on transnational and emerging crime issues with a number of key groups, including the UN, the OAS and the G-8. As well, $15 million in contributions to the UN Office on Drugs and Crime helped build its capacity to effectively fulfill its mandate in the fight against drugs and crime and fund global projects, including in Afghanistan.
- Investment Cooperation Program (INC): This program seeks to encourage and support responsible and sustainable engagement by the Canadian private sector in developing countries by sharing certain costs associated with planning and/or enhancing investments in private business or public infrastructure projects.

Performance Highlights

From 2009-2010 RPP	Performance Indicators and Targets	Performance Status and Summary
Implement the government's Global Commerce Strategy to deepen Canadian access to global markets for trade, investment and innovation by seeking to conclude negotiations on free trade agreements (FTAs), foreign investment promotion and protection agreements (FIPAs), air transport agreements and S&T agreements and arrangements. In addition, launch negotiations with the European Union for a comprehensive economic agreement and seek further negotiations with other partners.	Negotiate and/or conclude FTAs, FIPAs, air transport agreements and S&T agreements.	**Met all:** DFAIT's ongoing implementation of the government's Global Commerce Strategy resulted in the implementation of bilateral free trade agreements with Iceland, Liechtenstein, Norway and Switzerland (the European Free Trade Association) and Peru, and efforts toward bringing concluded agreements with Colombia, Jordan and Panama into force. DFAIT's efforts also enabled the launch of negotiations toward a comprehensive economic and trade agreement with the European Union, and toward a free trade agreement with Ukraine, as well as free trade agreement talks with CARICOM, the Republic of Korea, the Central America Four (El Salvador, Guatemala, Honduras and Nicaragua) and the Dominican Republic. FTA exploratory meetings were held with Morocco and Turkey, and a Joint Study was launched with India to explore the parameters of a possible comprehensive economic partnership agreement as part of exploratory discussions. Foreign investment promotion and protection agreements were signed with Jordan, the Czech Republic, the Slovak Republic, Latvia and Romania, and negotiations were successfully concluded with Kuwait, Bahrain, Madagascar and Hungary. DFAIT also engaged in FIPA negotiations with China, India, Mongolia, Poland, Indonesia, Vietnam, Tunisia and Tanzania. Air transport agreements were signed with the European Union, Japan, South Africa, Cuba, Morocco, Ethiopia, Tunisia and El Salvador. Canada concluded various other bilateral agreements, such as an agreement on S&T cooperation with Brazil, a double taxation agreement with Namibia and a customs mutual assistance agreement with South Africa, updated an agreement with China on maritime transport, and concluded MOUs on agricultural research and training and on mineral resources trade, investment and technology.
Implement the Americas Strategy, with a focus on specific initiatives to promote greater economic prosperity, security and democratic governance through enhanced bilateral and multilateral engagement.	Establishment of regional policy centres. Advance, conclude and implement FTAs with partners in the Americas.	**Met all:** Launched the Regional Office for Peace and Security in Panama City and the Andean Unit for Democratic Governance in Lima. Concluded negotiations for a free trade agreement with Panama, supported the parliamentary review and approval processes for the Canada-Colombia and Canada-Peru FTAs, and continued FTA talks with the 15 Caribbean member states of CARICOM, the Central America Four countries (El Salvador, Guatemala, Honduras and Nicaragua) and the Dominican Republic. Held initial discussions with Costa Rica to assess the feasibility of modernizing the Canada-Costa Rica FTA.

From 2009-2010 RPP	Performance Indicators and Targets	Performance Status and Summary
		Air transport agreements were signed with the Cuba and El Salvador. Delivered $42.8 million in Global Peace and Security Fund (GPSF) programming in the Americas, including $14.9 million to Haiti; $5 million to Colombia (e.g. legal support for 500 victims of conflict, including sexual violence); and $1 million to Guatemala, notably a basket fund to spur security and justice agencies to cooperate. Twenty-six GPSF projects ($12.4 million, or 106% of the initial allocation) for military and police peacekeeping training were fully implemented at the UN and in Africa and Latin America.
Position and support whole-of-government advocacy efforts to effectively manage Canada-United States relations. This integrated approach will involve implementing a comprehensive strategy for relations with the United States to address important bilateral issues, including the global economy, peace and security, trade relations, the border, energy and climate change, and development of common approaches to Afghanistan and the Arctic.	Enhanced Canadian influence with key U.S. interlocutors. Expanded scope of Canada-U.S. Fulbright Program. Conclusion of Canada-U.S. agreement on government procurement. Engagement on a "common approach" on the Arctic internationally.	**Met all:** Enhanced Canadian influence with the United States on Afghanistan and supported the American focus on Afghanistan-Pakistan (the Holbrooke plan) through work on the Afghanistan-Pakistan border. Engaged with the United States on multilateral human rights and democracy assistance, development priorities (e.g. food security, maternal and child health, innovative development initiatives, security-focused civilian capacity proposal), G-8/G-20 policy and international architecture. Enhanced Canada-U.S. relations on the Arctic through bilateral initiatives and engagement on a "common approach" internationally. The United States actively participated in the Arctic Ocean Foreign Ministers' Meeting in Chelsea, Quebec, and agreed to its outcomes with respect to a range of emerging issues in the Arctic. In 2009, Canada and the United States agreed to the establishment of a binational educational exchange foundation, which amended the Canada-U.S. Fulbright Program to indefinite status. A successful advocacy campaign (over 370 outcalls and events) in the United States advanced Canadian interests related to the "Buy American" provisions in U.S. economic stimulus legislation and advanced negotiations toward the conclusion of the Canada-U.S. Agreement on Government Procurement. Other successful advocacy efforts related to the Softwood Lumber Agreement and technical barriers and sanitary/phytosanitary issues affecting trade.
Advance Canada's interests in the World Trade Organization (WTO) by working toward the successful conclusion of the Doha Round and by making effective use of the multilateral rules-based system to manage trade relations, including by the use of the WTO dispute settlement mechanism.	Canada's interests in the WTO are effectively advanced. Canada's negotiating positions benefiting market access and protection of Canadian trade and investment conditions are advanced through appropriate advice and advocacy.	**Met all:** Used the WTO dispute settlement system to challenge foreign measures that form barriers to Canada's export interests (e.g. U.S. country-of-origin labelling measures affecting livestock exports, Republic of Korea restrictions on beef exports and European Union proposed measures to prohibit the importation of seal products), as well as in support of Canadian interests in other disputes (e.g. third-party intervention in a U.S.-Mexico dispute on tuna) and in support of the resolution of market access barriers abroad (e.g. market access for Canadian pork after the H1N1 outbreak). Continued to pursue Canada's interests in the WTO Doha Round negotiations, as well as in WTO committees and other related processes. Canada supported the ongoing work of the WTO in monitoring trade developments. This initiative has helped in encouraging governments to avoid the adoption of new protectionist measures in response to the global economic downturn. Successfully managed the visit of WTO Director-General Pascal Lamy in November 2009 as well as Canadian participation in the December 2009 WTO Ministerial.
Prepare to host the 2010 G-8 Summit in Huntsville, Ontario.	Foreign Ministers' Meeting (FMM) addresses the security aspect of Canada's G-8 presidency.	**Exceeded:** Set the agenda for Canada's G-8 2010 presidency, ensuring that it reflected Canadian and G-8 priorities; hosted the G-8 FMM in Gatineau in March 2010, which addressed the security aspect of Canada's G-8 2010 presidency; and prepared for the G-8 leaders' discussion on security at the Muskoka Summit. Conducted an extensive advocacy and public diplomacy campaign

From 2009-2010 RPP	Performance Indicators and Targets	Performance Status and Summary
	G-8 Leaders' Declaration is prepared in advance of the G-8 Summit . Engagement of domestic and international stakeholders.	targeted to Canadian and international academia, business, government, labour and civil society to build support for G-8 Summit priorities, in particular the signature initiative on maternal and child health. In September 2009, the Prime Minister announced that, in addition to hosting the G-8 Summit, Canada would host a G-20 Summit in Toronto in 2010.[25] For the remainder of 2009-2010, DFAIT worked with its G-20 partners to set the G-20 agenda and begin negotiations in preparation for the June 2010 Summit, to be held immediately following the G-8 Summit. Also conducted extensive domestic and international outreach to build support for Canada's G-20 Summit priorities.
Lead Canadian efforts to enhance North American competitiveness, in partnership with the United States and Mexico, by way of a reinvigorated NAFTA work plan that will remove or reduce barriers to trade and investment and by implementing liberalizing amendments to the NAFTA rules of origin.	Creation of a joint ad hoc working group. NAFTA rules of origin liberalized. Agreement by Mexico and the United States on NAFTA work plan.	**Met all:** Engaged in strategic dialogue with the U.S. Trade Representative regarding collaboration on an environmental side agreement to NAFTA, and created and chaired a joint ad hoc working group of senior trade officials to explore opportunities for collaboration on trade and the environment. A reinvigorated NAFTA work plan, focusing on competitiveness, strengthened institutions, and communications and transparency, was launched with Mexico and the United States at the NAFTA Commission Meeting of Trade Ministers in October 2009. Implemented amendments to liberalize NAFTA rules of origin in October 2009, affecting trilateral trade of over $140 billion; trilateral work was initiated with the United States and Mexico in support of future liberalizing amendments.
Implement a robust Arctic foreign policy that delivers on the international dimensions of the government's Northern Strategy: environmental protection, social and economic development, improved governance and sovereignty.	Launch of regional policy centre for the Arctic. Opportunities for greater Canadian profile on international Arctic issues are identified.	**Met all:** Raised Canada's profile on international Arctic issues by hosting the March 2010 Arctic Ocean Foreign Ministers' Meeting, at which foreign ministers agreed to new and enhanced collaboration on key emerging issues of importance to Canada, launching the Northern Strategy (with Indian and Northern Affairs Canada) and delivering several speeches advocating and promoting Canada's interests in the Arctic. Launched the Canadian International Centre for the Arctic Region in Oslo to help promote and advance Canada's Arctic interests. Bilateral relations on the Arctic were strategically focused to Canada's economic advantage, for example through the successful Canada-Russia Arctic and North Working Group meetings in June 2009, the Canada-Norway Dialogue in November 2009 and a proactive advocacy campaign in Europe.
Advance Canada's environmental objectives through active engagement in comprehensive bilateral and global negotiations on climate change, including a post-2012 agreement on climate change and more intensive work on environment and energy security.	Reflection of Canada's positions on major negotiating issues in the Copenhagen Accord. Whole-of-government coordination between Canada's positions in the UN Framework Convention on	**Met all:** The 15th UNFCCC Conference of the Parties culminated in the Copenhagen Accord, which represents a significant breakthrough in the global effort to address climate change, and which reflects Canada's main positions; 135 countries have associated with the Accord, including all Annex 1 countries (except Turkey) and all the major emitters, representing 86.3% of global greenhouse gas emissions. Advanced the resolution of transboundary energy-and-environment issues related to the development of U.S. and European legislation and regulations on non-conventional fuels that might have a negative impact on imported fuel derived from Canadian oil sands. Co-led negotiation of environmental provisions in FTA side agreements, completing environmental side agreements to the trade agreements with Jordan and Panama. Advanced Canadian environmental and trade interests in the negotiation of an international access and benefits agreement on biodiversity.

[25] http://pm.gc.ca/eng/media.asp?id=2849

From 2009-2010 RPP	Performance Indicators and Targets	Performance Status and Summary
	Climate Change (UNFCCC) and other multilateral forums.	
Advance Canada's six priorities and signature projects in Afghanistan through a focused diplomatic engagement strategy. DFAIT is the lead department for promoting three of Canada's priorities in Afghanistan: rule of law, reconciliation and enhanced border management.	Diplomatic engagement with Government of Afghanistan and international allies and partners. London Conference reflects Canadian policy positions. Statement issued at G-8 Foreign Ministers' Meeting on Afghanistan.	**Met all:** Conducted ongoing diplomatic engagement (by DFAIT Ministers, Canada's Ambassador to Afghanistan, the Representative of Canada in Kandahar [RoCK] and relevant missions) with the Government of Afghanistan, allies (particularly the U.S., the U.K. and NATO), the UN and the UN Assistance Mission in Afghanistan focused on advancing Canada's priorities and providing leadership in Kandahar. Canada demonstrated continued leadership in Afghanistan in the areas of security, governance and regional cooperation at the London Conference on Afghanistan, held on January 28, and ensured that the final communiqué reflected Canadian interests. DFAIT led on the G-8 Foreign Ministers' Meeting in Gatineau, at which the G-8 issued a stand-alone statement on Afghanistan. Demonstrated continued leadership on Afghanistan-Pakistan by establishing and facilitating the Dubai Process as a key mechanism for border management between these two countries.
Use the Stabilization and Reconstruction Task Force (START) to support Canada's priorities, such as rule of law, good governance, human rights and Pakistan-Afghanistan cooperation, in Afghanistan, Sudan and Haiti and for timely and efficient response to natural disasters and crisis situations abroad.	Alignment of START programming to departmental and government priorities. Implementation of START projects. Effectiveness of response to natural disasters.	**Met all:** Programming aligned with and supported DFAIT-led priorities aimed at promoting rule of law, good governance, border management and reconciliation against established targets. Disbursed $101.6 million (98.9% of GPSF funds) on over 250 projects: 86 in rule of law, 39 in good governance and 13 in human rights. Six projects ($1.9 million) supported Afghanistan-Pakistan border cooperation. Funds for Afghanistan ($43.4 million for 50 projects), Sudan ($17 million for 35 projects) and Haiti ($14.9 million for 22 projects) were disbursed, despite difficulties caused by security threats and the impacts of disaster; $1.9 million was contributed to the Democratic Republic of the Congo, with an additional $4 million per year committed over the next three years. In Afghanistan, the GPSF supported infrastructure improvements and training at Sarpoza Prison in Kandahar, funded salaries of the Afghan National Police, and constructed and furnished the Afghan Border Police Faculty. Coordinated training and deployed 170 Canadian police and eight corrections officers to support security objectives in Afghanistan, Sudan and Haiti. START coordinated Canada' s timely response to 10 natural disasters in 15 countries, including major earthquakes in Haiti, Chile and Indonesia, and Cyclone Ketsana in the Philippines and Vietnam, and responded to humanitarian crises in Sudan, Afghanistan, Democratic Republic of the Congo and Sri Lanka.
Promote democracy, human rights, the rule of law and environmental stewardship through a targeted approach in priority countries and regions using multilateral and bilateral diplomacy.	UN General Assembly adoption of Iran human rights resolution. Successful passage of Human Rights Council resolutions on violence against women and freedom of expression. Ratification of the	**Met all:** Led successful adoption of the resolution on the human rights situation in Iran in the UN Third Committee and General Assembly by the largest margins ever. The UN Convention on the Rights of Persons with Disabilities was ratified with the full support of the provinces and territories. Successful passage of consensus resolutions at the Human Rights Council on Violence Against Women at the June 2009 session and on freedom of expression at the September 2009 session. Coordinated Canadian positions at the Commonwealth Heads of Government Meeting (CHOGM) and supported Trinidad and Tobago on logistics; played a key role in the high-profile CHOGM decision on climate change. Played an important role in ensuring that Sudanese elections were as free and fair as the context permitted and actively promoted a credible

From 2009-2010 RPP	Performance Indicators and Targets	Performance Status and Summary
	Convention on the Rights of Persons with Disabilities with full support of the provinces and territories.	referendum process for 2010.
Implement policies to address international security, crime and terrorism threats and to foster greater security cooperation in priority regions.	Establishment of special Organization of American States Good Offices mission. Bilateral engagement produces joint action plans on security cooperation.	**Mostly met:** START funding enabled the establishment of a special OAS Good Offices mission, resulting in joint cross-border processes to restore and regularize political relations between Colombia and Ecuador, and created a dedicated capacity within the OAS to provide expert technical support to mediation initiatives. Canada's engagement in key multilateral forums (UN, OAS, G-8) and with key bilateral partners (U.S., Mexico, Colombia, India, Russia, China, EU) increased mutual understanding of regional threats and produced joint action plans. Promoted peace and security, disbursing $800,000 for UN peacebuilding in support of Canada's role in Sierra Leone, $1.6 million for UN peacekeeping training, and $1.7 million for Francophonie partners to increase African capacity to lead and run peace operations.
Actively seek a seat for Canada on the UN Security Council for 2011-2012 and advance Canada's objectives at multilateral organizations, including promotion of democracy, human rights, the rule of law and environmental stewardship, engagement on peace and security, and protection of civilians in Afghanistan, Haiti, Israel, the West Bank and Gaza, the Middle East, Sudan and the Congo Basin/Great Lakes region of Africa.	Increase in UN members' support for Canada's UN Security Council seat in 2011-2012. Improved effectiveness of UN peacekeeping. Provision of leadership in multilateral organizations to advance peace and security in Sudan. Provision of leadership for environmental stewardship in Africa.	**Mostly met:** Advanced Canada's bid for a seat on the UN Security Council in 2011-2012 through an active and strategic lobbying campaign. Coordinated Canada's participation at the Asia-Pacific Economic Cooperation (APEC) senior officials meeting, Ministerials, APEC committee and sub-forum meetings and the APEC Leaders Summit held in November 2009 in Singapore. Successfully ensured that key Canadian and global economic priorities were reflected in the work plans of APEC groupings and APEC's statement on the global economy. Conducted active diplomacy through Canada's co-chairmanship of the Group of Special Envoys and Friends of the Great Lakes Region, Canada's membership in the Contact Group on Democratic Republic of Congo Security Sector Reform and as a member of the International Task Force on the illegal exploitation of natural resources in the Great Lakes region. Successfully influenced the International Conference on the Great Lakes Region to target the illegal use of natural resources, supported by the Global Peace and Security Fund. Canada agreed in 2009 to take the role of lead facilitator of the Congo Basin Forestry Partnership (2010-2012), an international forum supporting sustainable forestry management.
Support the capability of NATO, the Organization for Security and Co-operation in Europe, and the UN and its agencies in order to deliver on key security, defence, crisis management, non-proliferation and disarmament issues. Multilateral negotiations will continue to be pursued on non-proliferation, disarmament and	UN General Assembly (UNGA) issues resolution on the Fissile Material Cut-off Treaty. Ratification, approval and conclusion of nuclear cooperation agreements.	**Met all:** Provided policy and financial support to promote humanitarian action for the protection of civilians, including internally displaced persons and aid workers, and supported the UN Peacebuilding Support Office's major review of civilian capacities. Canada successfully led the consensus UNGA resolution on the Fissile Material Cut-Off Treaty. Successfully advocated on behalf of the fourth round of UN Security Council sanctions to address Iran's nuclear program. Negotiated the G-8 Foreign Ministers' Statement on Nuclear Non-Proliferation, Disarmament and Peaceful Uses of Nuclear Energy. Led the whole-of-government preparation for Canada's participation at the April 2010 Nuclear Security Summit to influence the outcome in line with Canadian security and non-proliferation interests and to develop nuclear security deliverables. Achieved ratification of the Canada-Jordan Nuclear Cooperation Agreement (NCA), Cabinet approval of the Kazakhstan NCA and

From 2009-2010 RPP	Performance Indicators and Targets	Performance Status and Summary
peaceful uses of nuclear technology.		successful conclusion of an NCA with India.
Develop a comprehensive partnership with the European Union.	Launch of negotiations for a comprehensive economic and trade agreement (CETA) with the EU.	**Met all:** The 2009 Canada-EU Summit in Prague launched negotiations on a Canada-EU CETA. Two negotiating rounds were held in 2009-2010, giving impetus to Canada-EU cooperation on Afghanistan, Iran, Sudan and other issues.
Enhance bilateral engagement to deepen Canada's relationships with India, Japan, China and the Republic of Korea, consistent with Canada's interest and values.	International agreements concluded with Japan, the Republic of Korea, India and China.	**Mostly met:** Concluded a new air transport services agreement with Japan and continued work under the bilateral Trade and Investment Dialogue to lay the groundwork for potential bilateral free trade negotiations. Continued negotiations with the Republic of Korea toward a free trade agreement. Continued efforts to finalize a FIPA with India, and launched a Joint Study with India to explore the parameters of a possible comprehensive economic partnership agreement as part of exploratory discussions. Continued negotiations toward a FIPA with China and established a working group with China to strengthen and deepen the bilateral trading relationship.
Implement Canada's G-8 commitments, through the Global Partnership Program (GPP), to reduce threats posed by weapons and materials of mass destruction.	Amount of weapons and materials of mass destruction detoxified, secured and/or destroyed. Number of nuclear submarines dismantled and defuelled. Number of former weapons scientists redeployed. Number of projects and activities addressing Canadian industrial and scientific interests.	**Met all:** A total of $119.9 million was committed to reduce threats posed by weapons and materials of mass destruction: Chemical weapons ($53 million): The catalytic converter was delivered for the construction of the Kizner Chemical Weapons Destruction Facility (CWDF) in Russia that when finished will destroy Kizner's two million chemical agent filled shells. Canada's program at the Shchuch'ye CWDF is complete; as a result, Russia has begun the destruction of over 385,000 chemical munitions. Nuclear radiology security ($27 million): 13 projects were started to enhance the physical security of key facilities housing nuclear material. One security upgrade was completed at a nuclear research site containing Category 1 material. Nuclear submarines ($30.7 million): 10 reactors from five Russian submarines were defuelled. Two nuclear submarines were completely dismantled. Redirection of former weapons scientists ($3.8 million): Research projects and targeted initiatives were funded via the International Science and Technology Center (ISTC) and the Science and Technology Center in Ukraine (STCU) to reduce the threat of knowledge proliferation posed by underemployed former weapons scientists and support sustainability of research institutes. Biological non-proliferation ($5.3 million): Implementation of a comprehensive biosafety and biosecurity program continued in the Kyrgyz Republic, including a new human and animal health laboratory, as well as interim security upgrades, training, modernization of regulations, and provision for the safe transportation of dangerous materials.
Deliver the Counter-Terrorism Capacity Building Program to assist key partners and developing states, and to enhance project delivery in areas of priority interest for the Government of Canada, notably the	Number of experts in developing states trained on the latest counterterrorism measures. Improved ability of developing states	**Mostly met:** Provision of $11 million in assistance improved states' ability to prevent and respond to terrorist activity in a manner consistent with international counterterrorism and human rights obligations, norms and standards. Programming was directed at Canada's geographic priorities (e.g. Colombia, Algeria) and key counterterrorism challenges, including those related to transportation, border security and the financing of terrorism. Over 1,200 officials and experts in developing countries (e.g. Malaysia, Jamaica) were trained in counterterrorism measures and law

From 2009-2010 RPP	Performance Indicators and Targets	Performance Status and Summary
Americas, Afghanistan and South Asia, North Africa and the Horn of Africa.	to respond to terrorist activity.	enforcement or received military and intelligence training.
Deliver anti-crime capacity-building programming through groups such as the UN Office on Drugs and Crime and the Organization of American States Inter-American Drug Abuse Control Commission to improve the international response to crime and drug issues, with a particular focus on Afghanistan and the Americas.	Number of experts in developing states trained to respond to human and narcotics trafficking and corruption and other international crime threats. Creation of Anti-Crime Capacity Building Program (ACCBP).	**Mostly met:** More than $7 million increased the capacity of states in the Americas to combat transnational crime in the areas of illicit drugs, money laundering and proceeds of crimes, human trafficking and migrant smuggling, corruption, security sector reform and crime prevention. Work funded exclusively by the ACCBP resulted in the seizure in Panama of more than $15 million worth of cocaine; other projects enhanced Canada's work against human trafficking in the Americas and contributed to police training and criminal justice reform in Mexico.
Effectively engage the provinces and territories and, through a public outreach program, the Canadian public in the successful pursuit of Canadian interests and priorities abroad.	Number of outreach events on Afghanistan led by senior DFAIT officials. Outreach campaign on Americas policy generates increased public support. Number of provinces and territories that participate in consultation mechanism.	**Mostly met:** An extensive outreach program across Canada—to stakeholders, academia, public servants, opinion influencers and Canadians—raised awareness of Canada's engagement in Afghanistan. Extensive outreach activities and programs for heads of mission (HoM), former HoM, the Representative of Canada in Kandahar (RoCK), senior returning officers and officials resulted in 70-plus events domestically. More than 8,000 regional and National Capital Region public servants were reached and 20,000 pieces of literature were distributed. Organized regular consultations with the provinces and territories on Canada's response to natural disasters such as the earthquakes in Haiti and Chile. Conducted an outreach campaign that resulted in increased support for Canada's Americas policy (according to public opinion research) and positive reporting on Canada's engagement in the Americas in the context of the 20th anniversary of Canada's accession to the OAS. Increased engagement on trade issues with the provinces and territories through the C-Trade forum and other consultative mechanisms. In particular, provinces and territories were engaged in an unprecedented manner in the negotiations toward a comprehensive economic and trade agreement with the EU and the conclusion of the Canada-U.S. Agreement on Government Procurement.
Provide opportunities for Canadians to gain international experience through study and work abroad.	Number of new institutional agreements. Number of copies of *Working Abroad: Unravelling the Maze* distributed. Percentage increase in International Experience Canada (IEC) participants.	**Met all:** The November 2009 Emerging Leaders in the Americas Program collaboration mission, involving 29 institutional leaders from the Americas, resulted in 29 new institutional agreements; Canada-Mexico scholarships were reconfigured to facilitate Canadian participation. Youth mobility agreements with European partners continue to be negotiated and implemented; 16 countries in Europe now have such an agreement or other travel, study or work arrangement in place with Canada. In 2009, there were a record total of 72,628 IEC participants, representing a 12% increase from 2008. Distributed 60,375 copies of the publication *Working Abroad: Unravelling the Maze*.

From 2009-2010 RPP	Performance Indicators and Targets	Performance Status and Summary
Expand international education and youth programs to more effectively and efficiently advance departmental priorities, including contributing to Canada's economic competitiveness and promoting democracy, the rule of law and human rights.	Percentage increase in the number of study permits issued. Number of bilateral agreements on youth mobility.	**Mostly met:** Increased training and support to missions abroad to promote Canada's education system and increase support for institutional linkages for faculty and students, resulting in a 13% increase in study permits issued during the 2007-2009 period. Expanded International Experience Canada (formerly International Youth Programs) through signature of new bilateral arrangements concerning youth mobility: four new bilateral arrangements concerning youth mobility were signed, negotiations with three countries are now in their concluding stages, and 10 additional countries were identified as priorities for negotiations next year. Launched the Emerging Leaders in the Americas Program, which created 293 (target 250) additional opportunities for future leaders in the Americas through institutional agreements and scholarships.
Effectively manage public diplomacy policy and initiatives with respect to international affairs.	Number of public diplomacy events.	**Mostly met:** Organized 87 public diplomacy events worldwide in 2009-2010: 43 in Europe (49%), 20 in the United States (23%), 20 in Asia Pacific (23%) and four in the Middle East (5%). The 2009 Canada-United Kingdom Colloquium met expectations. This interdisciplinary event provided a forum for consideration of policy options for decision makers in response to the international financial crisis. Expanded the advocacy operation in India and further developed initiatives in Beijing to advocate in priority areas for Canadian foreign policy, including human rights, the Arctic and health concerns.

Lessons Learned: Continued diplomatic advocacy on Canadian priorities is critical, given the rapidly changing political and security landscape and the constant introduction of new actors. On the domestic front, whole-of-government consultation is critical to policy development.

Canada's response to the earthquake in Haiti revealed the need for urgent attention to address surge capacity and deployment needs in dealing with international crises.

Advancement of Canadian interests in the United States with respect to the "Buy American" provisions was particularly complex during the economic downturn, given U.S. concerns about protecting American jobs. This experience demonstrated the importance of ensuring that U.S. decision makers understand that eight million U.S. jobs depend on Canada, and that actions that impede trade have consequences on both sides of the border.

Increasing demand for trade negotiations and dispute settlement has led to a more resource-efficient approach to activities, including smaller delegations to trade negotiations abroad, increased use of video-conferencing and other technologies, and transfer of functions from headquarters to staff at missions abroad.

2.2 Strategic Outcome 2: International Services for Canadians

Description: Strategic Outcome 2 ensures that Canadians are provided and satisfied with commercial, consular and passport services. This strategic outcome is supported by three program activities: International Commerce, Consular Affairs and Passport Canada.

2.2.1 Program Activity 3: International Commerce

Description: This program activity works to expand the participation of Canadian business in world markets and increase its interaction with global business partners, while promoting Canada as a competitive location and partner for investment, innovation and value-added production.

Benefits for Canadians: The economic prosperity of Canadians increases when international commercial engagement and access improves and when Canadian firms raise their visibility in foreign markets. Canada is a trade-dependent nation, with goods exports in 2009 of approximately $369.5 billion and service exports of $67.1 billion. There are opportunities for these figures to grow, particularly in emerging markets such as Brazil, Russia, India and China, and exports will constitute an important part of Canada's recovery from the global financial crisis.

Services provided by Canada's trade commissioners play a crucial role in helping Canadian businesses minimize risk and achieve their international objectives. Canadians benefit from DFAIT's International Commerce activities in the following ways:

- The identification and communication of business opportunities helps Canadian firms achieve greater success in international markets and enables Canada's key business sectors to be more competitive.
- Promotion of foreign investment brings capital, jobs and new technologies to Canada.
- Promoting the use of Canada's Pacific Gateway to the world's largest shippers helps to establish Canada's leadership in the movement of goods, services and people between Asia and North America, attracts foreign investment, and leads to stronger trade ties both within North America and with Asia.
- The development of export and import control policies and the administration of quotas and permits protect Canada's economic interests as well as the strategic interests of Canada and its allies.

Program Activity 3: International Commerce					
2009-2010 Financial Resources ($ millions)			2009-2010 Human Resources (FTEs)		
Planned Spending	Total Authorities	Actual Spending	Planned	Actual	Difference
DFAIT Component					
207.8	225.8	232.3	1,433	1,334	-99
EDC Component					
-119.8	19,414.9	11,078.0	-	-	-
Total International Commerce					
88.3	19,640.7	11,310.3	1,433	1,334	-99

Expected Results	Performance Indicators and Targets	Performance Status and Summary
International commercial activity performed by Canadian business clients, such as exporting, direct investment abroad and technology commercialization, has increased.	Number of agreements in the areas of exports, direct investment abroad and technology commercialization signed by Canadian business clients.	**Met all:** Five bilateral initiatives were held—with Brazil, China, India, and under the Canada-California Strategic Innovation Partnership—resulting in 25 R&D projects being awarded, valued at over $15 million. The Going Global Innovation Program received 143 applications and approved 68 projects worth $793,628 in 2009-2010.
Foreign direct investment (FDI) in proactive sectors and from key markets to which DFAIT contributes has increased in number and value.	Number and value of foreign direct investments made in proactive sectors and from key markets to which DFAIT contributed. Target: 148, revised to 98 in order to focus on greenfield investments and expansions only (excludes mergers, acquisitions and certain other types of investments).	**Met all:** Despite a 10% decrease in the worldwide number of FDI projects in 2009, DFAIT facilitated 106 greenfield and expansion projects, an increase of nine projects over the previous year.
Overall high-quality international commerce services are delivered to Canadian exporters, importers, investors and innovators.	Percentage of clients who have responded satisfactorily regarding the quality of services provided by the department. Target: Trade Commissioner Service (TCS) baseline in 2004: 76%. Target in 2009-2010: 80%. Target: Export and Import Controls: obtain baseline information.	**Somewhat met:** The TCS conducted a survey of its clients in the fall of 2009. The results show unequivocally that the TCS has a substantial positive impact on Canadian clients' international business development efforts ($1.1 billion in additional revenues for those clients reporting financial results). An overall client satisfaction rate of 66%, while good, leaves some room for improvement. The Export and Import Controls Bureau obtained permission from the departmental public opinion authority to undertake a survey of stakeholders and initiated efforts toward implementation.

Performance Analysis: This program activity, which supports the department's third strategic outcome (International Commerce), encompasses three elements (in italics below).

International business services network: There was rising demand for TCS services throughout 2009-2010. Total service transactions increased by 14% over the previous year and the number of Canadian clients served reached 13,252, a 11% increase. The expansion of the TCS domestic footprint by the addition of six satellite offices and 28 positions made an important contribution to organizational capacity. The regional offices acquired 1,676 new TCS clients, an increase of 46% from the previous fiscal year, and a total of 770 more clients were presented with business opportunities abroad.

A study conducted by DFAIT's Office of the Chief Economist in collaboration with Professor Johannes Van Biesebroeck of the University of Toronto concluded that exporting companies served by the Trade Commissioner Service were more successful than comparable exporters who worked on their own. The study found that exporters who received TCS assistance had an 18% higher average export value than non-clients and they exported to one-

third more markets overseas. This multi-year study of trade in goods found that for every dollar invested in TCS services, $27 is generated in increased exports.

The Trade Commissioner Service (TCS) prepared 230 market sector reports to provide Canadian businesses with up-to-date insight into international market opportunities. The TCS maintains an online inventory of 485 market sector profiles, which present sector-based business opportunities in key markets abroad. These reports were downloaded approximately 50,000 times and more than 4,500 new registrants signed up for this service during the year.

The department organized three Minister-led trade missions in 2009-2010 involving Canadian business delegations to Beijing, Shenyang, Chengdu and Shanghai in China; to Moscow and Sochi in Russia; as well as to Bangkok, Thailand. These destinations were chosen based on priority markets and sectors.

As part of its efforts to integrate business lines and service delivery, the TCS developed a range of products—including a guide for small and medium-sized enterprises, a specialized portal to the department's website and 50 reports on multinational enterprises—intended to assist companies in selling into global value chains. Also, the department continued to facilitate the activities of Canadian companies wishing to expand abroad through investment. The TCS developed investment guides for China, Argentina and Turkey and two guides for the Philippines (an investment guide and the investment component of a science and technology guide).

Finally, several technological improvements were made to meet clients' needs. For example, access to international business related information from over 30 federal organizations is now available via a single web portal containing information on contribution programs, webinars and global value chains.

Investment, innovation and sectors: In 2009-2010, DFAIT referred 258 potential foreign investors to its domestic partners—primarily provinces, territories and municipalities—and assisted in arranging 155 exploratory company visits to Canada. DFAIT's investment network facilitated 106 foreign greenfield and expansion investments in Canada, compared to 97 foreign investments reported the previous year, despite a 10% decrease in worldwide investment in 2009.

International science and technology partnering activities in 2009-2010 resulted in six new R&D initiatives with China worth a total of $6.9 million; four new R&D initiatives with India worth $6.7 million; and the launch in July 2009 of a trilateral program among Canada, China and Israel for collaborative R&D of new technologies for agriculture and related fields. Three Canada-Brazil Calls for Proposals were launched to stimulate partnerships for collaborative research, development and commercialization of new technologies. These resulted in three full R&D partnerships and three separate partnership-development activities that will lead to future collaboration between Brazilian and Canadian R&D firms. DFAIT also provided administrative support for the Canada-California Strategic Innovation Partnership. In February 2010, the Partnership announced 15 projects emerging from its first Call for Proposals. Budget 2010 announced the renewal of the International Science and Technology Partnerships Program.

Implementation of the Corporate Social Responsibility (CSR) Strategy for Canada's international extractive sector accelerated in 2009-2010. On October 2, 2009, the first CSR Counsellor was appointed to act as an impartial reviewer of requests to undertake informal mediation and fact finding. This was followed by the official launch of the independent CSR Centre of Excellence, which will develop and disseminate CSR best practices.

The department continued to promote the use of Canada's Pacific Gateway to the world's largest shippers. Promotion activities included three business-to-business road shows; a presence at four international industry events; advertising placements in 15 international transportation and logistics publications; and seven incoming media missions, which produced articles in 158 publications. Although it is not possible to establish a direct link, Canada's market share of West Coast North American container traffic increased from 8.5% in 2006 to 11% in 2009, a 29% increase.

Export/import permits: The department continued to develop export and import control policies and administer quotas and permits under the Export and Import Permits Act to protect Canada's economic interests as well as the strategic interests of its allies. Approximately 494,000 export and import permits were issued to Canadian businesses last fiscal year, which included 12,000 permits issued for strategic goods.

Performance Highlights

From 2009-2010 RPP	Performance Indicators and Targets	Performance Status and Summary
Complete an upgrade plan for two web-based business applications that process export and import permit applications from clients and support quota management activities (the Export Import Controls System and Export Control On-Line), and seek	Completion and initiation of an upgrade plan for business applications.	**Met all:** An upgrade plan for the Export Import Controls System and Export Control On-Line was developed and initial implementation of the plan was undertaken, including the exploration of possible funding sources for the replacement of these web-based business applications.

From 2009-2010 RPP	Performance Indicators and Targets	Performance Status and Summary
approval and funding to implement the plan in 2009-2010 and 2010-2011.		
Use the Vancouver 2010 Winter Games as a key event at which to launch a global visibility campaign to brand Canada in a way that complements the department's facilitation services to foreign investors, reflects the country's strengths and showcases it as a preferred location for investment, through pre-Games events (such as an investor visits program centred in British Columbia and at key Canadian embassies worldwide) as well as through a tailor-made Investment VIP Visitor Program at the Games for select business leaders to advance the level of investor interest in Canada.	Number of foreign investors and Canadian businesses reached in business-to-business outreach activities. Targets: 45 for CEO program; 100 participants at the Global Business Leaders Day, including foreign investors, Canadian business and key government leaders.	**Exceeded:** Activities engaged 115 foreign investor prospects, senior executives from multinational corporations as well as senior government officials. Advertising in the *Financial Times* reached 462,000 elite readers in the United States, and banner ads on FT.com were viewed over 2.5 million times. Over 100 foreign companies and officials heard testimonials and received marketing material. 33 top international business executives took part in the CEO program and the Minister for International Trade held one-on-one meetings with 18 potential investors.
	Number of partners reached. Target: 25 to 30 provincial/territorial partners.	**Exceeded:** All provincial/territorial investment promotion partners were reached: 47 dignitaries and officials attended, including three federal ministers; the Premier of B.C.; the U.S. ambassador; and eight provincial ministers, deputy ministers and other senior officials.
Provide more focused service to Canadian business with the establishment of structured and virtual practices that bring together private sector expertise and key government networks in order to better match client interest and capacity with international demand (structured practices to be based at headquarters and virtual practices at the department's regional offices most relevant to each sector, for example the Calgary regional office for the oil and gas sector).	Number of structured practices established at headquarters as well as virtual practices co-located with key national business organizations. Target: four structured practices, two virtual practices.	**Met all:** Four structured practices and two virtual practices were established and launched, complemented by engagement of global practice leads and launch of advisory boards.
	Number of integrative trade global strategies developed. Target: six sector and subsector strategies created in collaboration with private sector partners.	**Met all:** Integrative trade global strategies were developed for seven priority sectors in collaboration with the private sector advisory boards.
Provide focused commercial activity within North America through the North American Platform Program and Export USA.	Number of clients, service requests, trade leads, events and outcalls.	**Somewhat met:** The TCS provided 6,858 services to Canadian clients (an increase of 24%), and developed and delivered a series of 15 Export USA webinars to inform Canadian clients on how to export to the United States, highlighting opportunities in specific priority sectors.
Consolidate the client acquisition models used in the Trade Commissioner Service in order to establish a new model that better reflects global business realities, resulting in	Change in the level of knowledge and skills necessary to deliver value-added services through the development of a client acquisition training program.	**Met all:** Online and in-class courses have been developed and pilot training was delivered to the Regional Office in Toronto. Among the 13,252 clients served by the TCS, 3,770 were new to the TCS.

From 2009-2010 RPP	Performance Indicators and Targets	Performance Status and Summary
development and modernization of tools and strategies.	Implement new functionality in electronic client relationship management (TRIO) to better track all aspects of the Integrative Trade Model.	**Met all:** The TCS is now able to track all service delivery to clients in all business lines, allowing a breakdown by type of service (such as trade, innovation, investment, Canadian direct investment abroad, foreign direct investment and global value chains).
	Implement performance indicators for managers and communicate the Integrative Trade Model to staff around the world.	**Met all:** Performance indicators were included in performance management agreements and a series of webinars was held to educate staff in offices in Canada and abroad on the department's Integrative Trade Model; 634 people joined these webinars.

Lessons Learned: The TCS has begun to address service delivery issues identified during the comprehensive 2009 client survey and has set a target to improve the overall satisfaction rate of clients by 5% over the next two years. Feedback provided by clients has shaped a service improvement initiative that encompasses updates to the training curriculum, enhanced collaboration through network-leveraging communications technologies, and improvements to the tools and systems available to all trade staff.

To more accurately track client satisfaction, the TCS has developed an ongoing survey in which clients are asked to provide feedback 60 days after receiving a service.

The Integrative Trade Model (ITM), which was introduced as part of the departmental transformation process, has guided DFAIT in aligning its organizational culture with the needs of Canadian global businesses in an increasingly competitive and integrated global economy. The goal of the ITM is to leverage the combined value of the extensive network of the Trade Commissioner Service to the benefit of clients. Client success stories and positive feedback from the client survey demonstrate that the ITM is accomplishing this goal, even as refinements are implemented to ensure the principles of the ITM become engrained throughout the organization.

The four priority-sector structured practices (Aerospace, Clean Technologies, Information and Communication Technologies, and Infrastructure) have been shaped based on the success of the pilot project that established the Life Sciences Structured Practice. Two new virtual practices (Advanced Automotive Manufacturing, and Wine) were established based on the experience of co-locating a trade commissioner with the Canadian Venture Capital Association, and corresponding sector strategies have been developed. Global practice leads were engaged from industry to offer guidance to the sector practices and provide deeper sector expertise to strengthen the department's capacity to develop, assess and implement global integrative strategies. The four priority-sector structured practices and two virtual practices now have advisory boards in place, consisting of public and private sector stakeholders who provide ongoing strategic advice and validate the work of the practices.

Based on its experience with activities surrounding the 2010 Winter Games, the department found that foreign direct investment attraction campaigns held in the context of major international events are effective, and direct investor engagement is a good way to secure interest in investing in Canada. In fact, the Minister for International Trade stated to the press: "I think all of us underestimated the opportunity that the Olympics presented... we wish we would have made a bigger promotional effort here."

2.2.2 Program Activity 4: Consular Affairs

Description: This program activity manages and delivers consular services and advice to Canadians. This work is done through consular agents and officers in Canada and at missions abroad, and through Travel.gc.ca.[26] The main target groups are Canadians outside Canada and Canadians planning to travel or live abroad.

The word "consular" describes the services that a country provides for its citizens abroad. These services are clearly established in the 1963 Vienna Convention on Consular Relations, to which Canada is a signatory.

Canadians abroad can obtain consular assistance at more than 260 consular points of service in over 150 countries around the world, 24 hours a day, seven days a week. More than 500 consular staff at missions abroad and at DFAIT headquarters help Canadians to prepare for international travel and also assist them outside Canada. In providing consular services, DFAIT is supported by Passport Canada as well as by a number of federal partners, including Citizenship and Immigration Canada (CIC), the Canada Border Services Agency, the Department of National Defence, and the Public Health Agency of Canada.

Benefits for Canadians: This program activity benefits Canadians by providing prompt and effective management of the Government of Canada's response to international emergencies that affect Canadians and their interests; by offering timely and practical information on foreign travel; and by delivering consular services and assistance in

[26] www.voyage.gc.ca/index-eng.asp

distress situations outside the country.

Program Activity 4: Consular Affairs					
2009-2010 Financial Resources ($ millions)			2009-2010 Human Resources (FTEs)		
Planned Spending	Total Authorities	Actual Spending	Planned	Actual	Difference
54.5	61.5	55.4	536	508	-28

Expected Results	Performance Indicators and Targets	Performance Status and Summary
Canadians are better informed and well prepared to travel safely and responsibly.	Due to a change in government policy pertaining to public opinion research, the previously identified indicator (i.e. the percentage of travellers surveyed who list [unprompted] consular communication tools as a source for safety- and security-related information on new destinations) was not available for use. Target: 17%.	**Met all:** This performance score is based on assessment of the work associated with the planning highlights noted below.
Canadians receive satisfactory assistance abroad.	Percentage of clients who responded favourably regarding consular services received abroad. Target: 65%.	**Exceeded:** Of the clients who voluntarily provided feedback on routine services such as provision of a new passport, 92% said they were either satisfied or very satisfied.
	Due to a change in government policy pertaining to public opinion research, the previously identified indicator (i.e. the percentage of travellers surveyed who responded that they would contact a mission if they found themselves in trouble in a foreign country) was not available for use. Target: 75%.	In 2009-2010, DFAIT responded to more than 6,400 cases related to Canadians in distress while outside the country. As well, another 8,000 Canadians were assisted during emergency or crisis situations abroad (e.g. the earthquakes in Haiti and Chile).

Performance Analysis: With regard to meeting the first expected result noted above (Canadians are better informed and well prepared to travel safely and responsibly), DFAIT consular and communications staff collaborated on providing travel reports and warnings for Canadians, including an online summary of consular incidents in 2008,[27] to increase overall awareness of consular services. DFAIT issued online information on emergencies abroad throughout 2009-2010, with daily updates as required, to highlight consular information and guidance. In an effort to raise public awareness of consular services in general, consular staff took part in an increased number of travel and trade shows (26 in 2009-2010, up from 21 in 2008-2009) in Canada, the United States and the United Kingdom, including Canadian Snowbird Association "extravaganzas," the Canadian International Education Conference, and the Travel Health Insurance Association of Canada annual general meeting. As a result, consular outreach to various target groups increased by 75% over the preceding year.

With respect to the second expected result noted above (Canadians receive satisfactory assistance abroad), DFAIT met all its 2009-2010 commitments. It reorganized consular activities to better meet evolving emergency management needs, established a robust contingency planning function, created the first of three planned regional consular and emergency support offices staffed with experienced management consular officers (MCOs), designed a training program for all staff involved in emergency management, supported the renewal of the Management Consular Officer stream, and increased training for consular staff on how to deal with complex issues and events abroad. These results enabled the department to respond much more quickly and effectively to major international emergencies in the past year, including the earthquakes in Haiti and Chile.

Performance Highlights

From 2009-2010 RPP	Performance Indicators and Targets	Performance Status and Summary
Develop the Emergency Management Bureau to provide a common services platform for coordination within DFAIT and with federal partners for delivery of Canada's response to international emergencies where	Fully operational Emergency Management Bureau in place to deal with emergency/crisis events. Target: all emergency/crisis situations addressed. Design and development	**Met all:** The Emergency Management Bureau is fully operational, with two core functions: response and preparedness. In 2009-2010, DFAIT handled more than 149,500 calls, including over 49,500 related to the earthquake in Haiti, at the headquarters Emergency Operations Centre (up from approximately 114,000 total calls during the previous year).[28] DFAIT also coordinated the consular response to 19

[27] www.voyage.gc.ca/statistics_statistiques/report-08-rapport-eng.asp

[28] The department's 2008-2009 *Departmental Performance Report* noted a different number of total calls received during that year by DFAIT's Emergency Operations Centre. A subsequent review of the figure found it to be in error. The figure reported here is correct.

From 2009-2010 RPP	Performance Indicators and Targets	Performance Status and Summary
Canadian citizens and Canadian national interests are affected.	of plans for the new Emergency Watch and Response Centre approved. Target: Phase 1 of the Centre completed (i.e. approval received to commence implementation of the centre).	international emergencies, including the earthquakes in Haiti and Chile and the mudslides in Peru, and assisted some 8,000 Canadians in emergency or crisis situations abroad. DFAIT received Treasury Board preliminary project approval in December 2009 for a new Emergency Watch and Response Centre at its headquarters. Design of the new centre has been finalized.
Create regional consular and emergency support offices, staffed with experienced MCOs, to enhance regional capacity to effectively plan for and respond to emergencies.	First office of this kind opened. Target: one office.	**Met all:** The first of three planned offices of this kind opened in Ankara in September 2009 as a pilot project. Fully operational, the office was very active in improving regional coordination of emergency planning among Canada's missions in the Middle East and in supporting mission emergency planning for major events in Africa. Based on the results of the Ankara pilot project, work is under way to open a second such office in Panama in September 2010.
Develop a robust contingency planning function that integrates all types of hazards (security, consular, pandemic, natural disasters, etc.) into a single streamlined approach for headquarters and missions abroad.	New emergency planning tools developed. Target: new tools in development—50% completion rate.	**Met all:** The new Emergency Management Portal was developed to provide timely and accurate information regarding emerging situations. It will be implemented in 2010-2011.
Design a training program for all staff involved in emergency management, including consular and other mission staff.	Emergency management staff trained. Target: 75% of consular emergency staff trained.	**Met all:** Based on an analysis of training needs, DFAIT initiated development of key training on incident management and on emergency and business continuity planning. Some 91% of emergency management staff was trained in 2009-2010. Following the Haitian earthquake, training was also provided to some 280 DFAIT employees who volunteered in the Emergency Operations Centre.
Increase outreach through all media to help Canadians prepare for safe and healthy travel abroad.	Number of people reached during travel and trade shows. Target: increased number of people reached.	**Met all:** DFAIT participated in outreach initiatives that included 26 travel and trade shows in Canada and abroad, reaching more than 220,000 people (up from 125,000 reached in 21 such shows in the previous year). As a result of DFAIT's consular communications work with clients in the public and private sectors, more and more associations and organizations are integrating DFAIT's key messages about travelling safely abroad into their own public messaging. DFAIT distributed more than 4.2 million publications on safe travel, an increase of 2% from the previous year. The increase is attributed, in part, to the growing popularity of DFAIT's safe-travel fact sheets, such as *Drugs and Travel: Do's and Don'ts*[29] and *Well on Your Way: A Canadian's Guide to Healthy Travel Abroad*.[30] The number of subscribers to the daily travel updates[31] increased 49% from last year to 29,700 subscribers.
Develop a clear "path of escalation" for passport and citizenship-related issues originating at	Complex passport and citizenship-related issues dealt with more effectively. Target:	**Met all:** Passport services: In December 2009, the first-ever MOU between DFAIT and Passport Canada was established to provide guiding principles and a governance framework

[29] www.voyage.gc.ca/publications/drug-fact_consignes-drogue-eng.asp
[30] www.voyage.gc.ca/publications/well-way_bon-depart-eng.asp
[31] www.voyage.gc.ca/countries_pays/subscribe-reports_rapports-abonner-eng.asp

From 2009-2010 RPP	Performance Indicators and Targets	Performance Status and Summary
missions abroad. (Complex questions often arise as consular staff at missions abroad process passport or citizenship applications. A clear path of escalation would provide a simple framework whereby consular staff could consult with Passport Canada and Citizenship and Immigration Canada on complex questions and receive guidance quickly so that such problems could be resolved promptly, resulting in more efficient use of limited consular resources.)	framework/ memorandum of understanding (MOU) in place with federal partners.	for delivery of passport services abroad. This year, priority was given to Passport Canada due to the high volume of passport services (over 157,000 requests for service) provided at missions abroad. Discussions with Citizenship and Immigration Canada on citizenship-related issues are under way.
Implement projects to support renewal of the MCO stream of the Foreign Service so that the department has sufficient numbers of well-trained MCOs available to conduct consular work at headquarters and missions abroad.	Projects are developed to improve recruitment and retention of MCOs. Target: projects are implemented in the areas of classification and training.	**Met all:** Plans to support renewal of the MCO stream were implemented, with development of an updated model to ensure appropriate classification of positions. As a result, 8% of MCO positions (15 positions) were reclassified. Phase 2 of a separate reallocation exercise to move the MCO group to an appropriate classification was also completed. In addition, DFAIT provided on-site mentoring to 24 program managers and training for all new MCOs (more than 40).
Improve capacity to address complex consular issues, through identification and analysis of trends and emerging issues and through development of tools to assist in delivery of consular services at headquarters and missions abroad.	Support provided to front-line consular officers in dealing with complex consular cases. Target: support provided as required on complex consular cases.	**Met all:** Front-line consular officers were able to call on other consular staff for assistance in preparing briefing and communications products as well as in conducting research and analysis on complex consular issues. Following the Haitian earthquake, additional case support was provided by creating a specialized response unit that handled 238 adoption cases (Haitian children) and individual cases related to Canadian children in Haiti.
Strengthen the department's ability to resolve consular cases in which Canadian children are victimized, such as abduction of children from Canada, custody disputes, welfare cases abroad, forced marriages, etc. (Renewed efforts are to be made to increase the number of signatory countries to the Hague Convention on the Civil Aspects of International Child Abduction, to provide assistance to signatory countries that face implementation	Training provided to case management officers who specialize in child-related cases. Target: 75% of staff trained to manage cases related to children's issues. Engagement of non-signatory countries to the Hague Convention. Target: development of new mechanisms for resolving international child abductions.	**Met all:** 100% of staff that deals exclusively with child-related cases received specialized training in management of these often highly sensitive situations. Hague Convention: At its 2009 meeting, the Council on General Affairs and Policy of the Hague Conference on Private International Law authorized the establishment of a working party to promote development of mediation structures to help resolve cross-border family disputes concerning custody of, or contact with, children. The recommendation to establish a working party derived from a proposal made by Canada, which was approved at the Third Malta Judicial Conference on Cross-Frontier Family Law Issues in March 2009. Draft principles were developed by the working party on the use of mediation as a tool to resolve cases of international child abduction by parents.

From 2009-2010 RPP	Performance Indicators and Targets	Performance Status and Summary
difficulties, and to engage countries that are not prepared to join the Hague Convention through a working party co-chaired by Canada and Pakistan.)		

Lessons Learned: Efforts to improve the consular website will continue next year, based in part on an analysis of its use by visitors. For instance, the content and presentation of the country travel reports will be overhauled. In terms of emergency management, the regional support office pilot project in Ankara demonstrated that in addition to being highly effective in providing surge capacity during emergencies, such offices can also provide support in terms of overall preparedness by reviewing emergency plans and testing them against broader regional realities.

2.2.3 Program Activity 5: Passport Canada

Description: This program activity is responsible for issuing, revoking, withholding and recovering Canadian passports, as well as for providing instruction on their use. It issues secure Canadian travel documents by authenticating the identity and entitlement of applicants, facilitates the global travel of Canadians, and contributes to international and domestic security. The most common travel document issued by Passport Canada (98%) is the familiar, 24-page blue passport. The main target group is Canadian citizens travelling abroad. In recent years, passport demand has increased steadily to the point that, at present, more than 60% of Canadians hold passports.

Each year, Passport Canada uses a forecasting model to estimate the number of passport applications it expects to process (which can vary widely from month to month), to establish budgets for upcoming fiscal years, and to predict production needs. To ensure reliable, consistent and accessible services to Canadians everywhere, the agency is guided by quantifiable service standards.

Passport Canada finances its operations from the fees charged to clients. The agency operates by means of a revolving fund, which enables it to accumulate an annual surplus (or deficit) of up to $4 million. It can also carry over surplus revenues from year to year to offset future shortfalls.

Benefits for Canadians: Canadians rely on Passport Canada to provide them with innovative, reliable, timely, consistent, efficient and accessible passport services; an increased ability to gain entry to other countries using authorized travel documents; a decreased incidence of fraudulent use of Canadian travel documents; and a decreased incidence of valid Canadian travel documents held by ineligible parties. Canadians also benefit from access to passport services through a variety of service channels: in Canada at the agency's headquarters, regional offices and receiving agents[32] or by mail; and outside the country at Canada's missions.

Program Activity 5: Passport Canada					
2009-2010 Financial Resources ($ millions)			2009-2010 Human Resources (FTEs)		
Planned Spending	Total Authorities	Actual Spending	Planned	Actual	Difference
34.1	62.3	14.2	2,790	2,631	-159
Expected Result		Performance Indicators and Targets		Performance Status and Summary	
Canadians receive innovative, reliable, consistent and accessible passport services.		Due to a change in government policy pertaining to public opinion research, the previously identified indicator (i.e. the percentage of clients who indicate that they have been satisfied with passport services received) was not available for use. Target: 90%.		**Met all:** Turnaround time performance is closely linked to client satisfaction. Passport Canada delivered 99% of travel documents within service standards. In March 2009, the Auditor General of Canada expressed satisfaction with the progress Passport Canada had made in response to recommendations made in the 2005 and 2007 audits.	
		Percentage of Canadians living in Canada who have access to a point of service within 100 km. Target: 95%.		**Met all:** Passport Canada offers a wide variety of service channels (Passport Canada headquarters, 34 regional offices and 197 receiving agents across Canada; by mail; and at Canada's missions abroad).	

Performance Analysis: In 2009-2010, Passport Canada processed 4.9 million passports, a 10.28% increase over the previous year. A total of 99% were produced in line with turnaround time standards.

[32] Receiving agents receive passport applications, review them to ensure that the documents are in order, and forward them to Passport Canada for processing.

For 2009-2010, Passport Canada had an operating deficit of $15.2 million, significantly lower than the deficit of $40.5 million in 2008-2009. The reduction in the operating deficit is due to an increase of $28 million in fee revenues as a result of the increased demand for passports associated with the second phase of the Western Hemisphere Travel Initiative (WHTI), the requirement for passports for entry to the U.S. via all land border crossings effective June 1, 2009. Despite the steep increase in demand, Passport Canada improved service levels while keeping its expenditures down to only $1.7 million more than the previous year. This was achieved, in part, with cost savings and additional revenues totalling approximately $43.1 million, which resulted from using activity-based management, introducing a global courier solution for all mailed passports, and developing a new pricing strategy for diplomatic and special passports.

To improve service standards in the wake of Phase II of WHTI, Passport Canada reallocated resources and developed a contingency plan to increase operational capacity to ensure a better response to spikes in demand. The agency also simplified the passport renewal process, increased passport printing capacity, expanded the number of points of service, and instituted ongoing monitoring and tracking to forecast demand fluctuations. All of these efforts to increase capacity were recognized by the Office of the Auditor General when auditing the agency's preparedness for Phase II of WHTI.

Passport Canada was awarded the 2009 Institute of Public Administration of Canada/Deloitte Public Sector Leadership Award gold medal. The award recognizes "organizations that have demonstrated outstanding leadership by taking bold steps to improve Canada through advancements in public policy and management."

In 2006, the International Civil Aviation Organization published new passport specifications calling for embedding of an electronic chip that is encoded with the same information found on page 2 of the current passport (surname, given name, date of birth, place of birth and gender) plus a digital picture of the bearer's face. More than 80 countries, including all other G-8 countries, already issue such biometric or ePassports, which increase the security and integrity of travel documents. So far Passport Canada has issued 26,924 diplomatic and special ePassports (18,818 in 2009-2010). Full introduction of the 10-year ePassport will take place in 2012. In a world of rapidly advancing border control technology, and given the importance of trade and travel to the Canadian economy, the production of a Canadian ePassport is critical. Adopting the ePassport will not only improve security, but will also help ensure continued visa-free access to other countries for Canadian travellers.

Performance Highlights

From 2009-2010 RPP	Performance Indicators and Targets	Performance Status and Summary
Passport Canada is planning flexible operations to meet the anticipated extraordinary demand for services as a result of Phase II of the Western Hemisphere Travel Initiative. Plans include the transfer of applications between offices to smooth workload across operations; the transfer of telephone inquiries between call centres; extension of working hours as required, including adding evening and weekend shifts; and development of flexible staffing options.	Percentage of completed applications processed within announced service standards.	**Exceeded:** A total of 99% of applications were completed within turnaround time standards.
Past preparations for Phase I of the Western Hemisphere Travel Initiative significantly increased the Passport Canada workforce. This increase in salary expenditure affects the financial flexibility of Passport Canada in that some other planned initiatives may need to be delayed to future years. Moreover, the fee structure might not be able to sustain increased fixed costs caused by major technological and capital investments in infrastructure. Consideration must also be given to uncertainties in projected volumes and the related impact on revenue, which is the source of funding of the organization.	Monitoring, forecasting and consultation processes in place.	**Met all:** The agency completed a five-year investment plan and also completed the preparations required under the User Fees Act to begin public consultations on fees in preparation for the launch of the ePassport.
Implement the ePassport pilot project to improve service to Canadians as well as to reduce and deter fraud (full implementation of ePassports to begin in 2012).	Number of diplomatic and special ePassports issued.[33]	**Met all:** Since January 2009, the agency has issued 26,924 diplomatic and special ePassports (18,818 in 2009-2010). The full implementation of

[33] Diplomatic and special passports are issued to Canadian diplomats, diplomatic couriers, members of Parliament, provincial ministers, and persons employed by the Government of Canada in a non-diplomatic capacity who are travelling on an official mission or to a foreign assignment (e.g. members of the Canadian Armed Forces).

		the e-Passport in 2012 was supported in Budget 2010.

Lessons Learned: Passport Canada's operations can be greatly impacted by external factors beyond its control. Therefore, flexible operations and the ability to reallocate resources quickly to respond to volume surges is extremely important, as was seen in the agency's response to Phase II of the Western Hemisphere Travel Initiative. The agency made various improvements to its contingency planning, following recommendations made in a 2009 status report by the Office of the Auditor General. In addition, stronger forecasting methods and more rigorous oversight of performance metrics, such as turnaround times, application inventory and actual demand, have significantly improved planning and decision making.

2.3 Strategic Outcome 3: Canada's International Platform

Description: On behalf of the Government of Canada, DFAIT maintains a mission network of infrastructure and services to enable the international operations of the government and its partners at missions abroad. This strategic outcome is supported by two program activities: Canada's International Platform: Support at Headquarters and Canada's International Platform: Support at Missions Abroad.

2.3.1 Program Activity 6: Canada's International Platform: Support at Headquarters

Description: This program activity focuses on the management and delivery of infrastructure and related services at DFAIT headquarters to enable the international operations of the entire Government of Canada and its partners located at Canada's missions abroad. This work is done in coordination with 30 partners.[34] The main target group is the network of missions abroad as well as partners at missions abroad.

Benefits for Canadians: This program activity benefits Canadians by providing the international platform required by the Government of Canada and its partners at missions abroad. More specifically, this program activity:

- develops and implements management tools such as business cases, costing, planning and forecasting;
- ensures that the allocation of DFAIT's human and financial resources at missions is aligned with the priorities of the department and the government;
- continues to make security enhancements at Canada's missions abroad to protect government personnel and assets; and
- ensures that common services delivered at missions are as cost-effective and efficient as possible, based on clear service standards and expectations.

Program Activity 6: Canada's International Platform: Support at Headquarters					
2009-2010 Financial Resources ($ millions)			2009-2010 Human Resources (FTEs)		
Planned Spending	Total Authorities	Actual Spending	Planned	Actual	Difference
349.8	379.5	370.0	775	836	61
Expected Result		Performance Indicators and Targets		Performance Status and Summary	
Common services and support are efficient and cost-effective in supporting Canada's representation abroad.		A modified costing framework for common services in place to ensure proper allocation of resources to support Canada's representation abroad. Target: a modified costing framework established.		**Met all:** The enhanced Common Service Abroad Charge was applied, beginning April 1, 2009, to assist in the recovery of direct and indirect costs associated with the delivery of common services. The charge is applied independently of where the resources are located for expenses such as management of locally engaged staff, security, diplomatic mail, administration of Foreign Service Directives, property, and others.	
		A master agreement for common services in place to ensure proper allocation of resources to support Canada's representation abroad. Target: an updated master agreement for common services established.		**Met all:** The updated Memorandum of Understanding (MOU) on Operations and Support at Missions was signed by 22 federal departments and agencies and one co-locator in April 2009. The other partners abroad have individual MOUs on operations and support with the missions in which they are located.	
		Extent to which the department meets its Strategic Review, Expenditure Review Committee and Budget 2006 reduction		**Met all:** The International Platform Branch achieved its target budget reduction. The Branch contributed to all DFAIT budget	

[34] In 2009-2010, the 30 partners consisted of 22 federal departments and agencies, two Crown corporations, four provincial governments and two other governments.

	targets. Target: the International Platform Branch ongoing budget reduction target was $13.5 million.	reduction exercises, including in-year and ongoing commitments, and has implemented innovative savings initiatives. It has successfully transferred positions and funds from HQ to missions abroad as part of Phase 1 of the Strategic Review.

Performance Analysis: An improved governance structure related to this program activity (i.e. the revised MOU on Operations and Support at Missions and the modified Common Service Abroad Charge) has improved partners' understanding of DFAIT's role in providing common services at missions abroad. It has also established clear service standards and ensured reliable funding for these services. The new Foreign Service Directives have reduced administrative work and helped support the growth in Government of Canada representation abroad more efficiently. Management of locally engaged staff was strengthened by the review of local terms and conditions as well as by the establishment of a new formula for annual salary adjustments. Finally, significant efforts were made in strengthening security at missions abroad.

Performance Highlights

From 2009-2010 RPP	Performance Indicators and Targets	Performance Status and Summary
Ensure that representation abroad reflects Canada's interests and evolving international needs and requirements in a more effective and efficient manner.	A master agreement is in place for common services.	**Met all:** In April 2009, the Memorandum of Understanding on Operations and Support at Missions was updated and signed by 22 federal departments and agencies and one co-locator. The remaining partners, provincial and other governments, have individual MOUs for operations and support directly with the missions in which they are located.
	Strategic Review, Expenditure Review Committee and Budget 2006 reduction targets are met.	**Met all:** The International Platform Branch contributed to all DFAIT budget reduction exercises and implemented innovative savings initiatives in order to fund departmental financial pressures. The Branch has been successful in transferring positions and funds from HQ to missions abroad to facilitate Phase 1 Strategic Review commitments.
	Engagement of DFAIT's governance structure.	**Met all:** There was full participation by DFAIT senior management (Deputy Minister Sub-Committee, Assistant Deputy Minister Council, Missions Board, Mission Operations Committee, and Interdepartmental Working Group on Common Services) in implementation of the department's new governance structure.
	Establishment of baseline for service delivery standards for all common services.	**Met all:** DFAIT revised the service delivery standards to align with the revised MOU. Implementation is scheduled for 2010-2011.
Increase staff deployment to missions abroad.	Provision of timely and efficient support to growth of DFAIT and partner positions at missions abroad.	**Met all:** Canada's mission network has grown by 15% (approximately 1,000 positions) over the past five years. In 2009-2010, 229 DFAIT and partner positions were added at the missions.
Develop and implement new Foreign Service Directives (FSDs).	New FSDs established and fully implemented.	**Met all:** New FSDs were implemented effective April 1, 2009. The new directives took into account new family structures and realities faced by employees and their families posted abroad. The updates resulted in reduced administrative work and reporting requirements.
	Increased controls put in place for management of FSDs.	**Met all:** A new procedure to review hardship levels of postings abroad was implemented, which will ensure a more rigorous and objective approach. Over 30 mission hardship reviews were completed in 2009-2010.
	Percentage of Canada-based staff (CBS) who respond favourably regarding FSD services and support (source:	**Met all:** A survey of 1,035 employees who were relocated in 2009-2010 indicated a satisfaction rate of more than 80% with respect to timeliness, clarity, knowledge, and services provided by FSD advisers.

From 2009-2010 RPP	Performance Indicators and Targets	Performance Status and Summary
	FSD client service annual survey).[35] Target: 75% satisfaction rate.	
	Number of successful relocations of CBS to, from and between postings.	**Met all:** A total of 1,035 DFAIT and partners' employees and their families were successfully relocated. In comparison, 1,007 employees were relocated in 2008-2009.
Develop new policies for locally engaged staff and spousal employment.	Timely review of compensation and benefits for locally engaged staff (LES).	**Met all:** The Total Compensation Review was launched in 2009 2010 to systematically review the compensation and benefits for LES in all missions, with completion anticipated by the end of 2011-2012. In 2009-2010, the planned reviews of 64 country compensation packages were launched, with 14 of them fully completed during the year. The reviews are comprehensive and take approximately one year to bring from inception to completion. Following the completion of the reviews of all missions, a consistent four-year review cycle will be implemented to ensure regular and timely reviews.
	Establishment of new policies and guidelines that improve efficiency in managing LES.	**Met all:** DFAIT approved a new formula for annual salary adjustments. Its application has resulted in increased efficiency, better financial management and improved transparency and consistency. DFAIT approved policies on mandatory retirement and special payments for LES working in countries where active hostilities exist. In ongoing efforts to align human resource practices for LES with those for CBS, the department has standardized its internal procedures for the handling of grievances from LES. Progress was made on the creation of a joint CBS-LES instrument of sub-delegation of human resources authorities to managers. Final approval will be sought in early 2010-2011. A step-by-step guide to classification, a staffing toolkit, and a staff relations guide have been developed to provide guidance and standardize processes at missions abroad.
	Establishment of new policies for spousal employment.	**Met all:** DFAIT launched a new suite of policies to facilitate the employment of spouses abroad: Policy on the Employment of Spouses, Telework Policy, Alternate Work Arrangements Policy, and Policy on Non-Advertised Appointments.
Improve the costing framework for common services, sustain the accuracy of financial costs, implement a new services model, and prepare for an increase in departmental representation abroad.	An enhanced costing framework for common services established.	**Met all:** The enhanced Common Service Abroad Charge was applied, beginning on April 1, 2009, to assist in the recovery of direct and indirect costs associated with the delivery of common services, independent of where the resources are located.
	Accuracy of financial costs improved.	**Met all:** Monthly bureau and branch financial reports were implemented to actively monitor expenditure trends, burn-rates and over-programming, as well as to control travel, overtime and hospitality expenditures.
	Establishment of a baseline for the Common Service Model (CSM).	**Met all:** An automated costing system was implemented in February 2010 to enable more efficient and timely generation of costing information related to position changes at missions. The CSM was applied in selected missions in Latin America, Asia Pacific, Africa and the Middle East as a baseline exercise. In the United States, the CSM was applied regionally through the Regional Service Centre in Washington. The CSM is designed to gather information on common service resources in missions, and will be used for future planning.

[35] Based on a 2009-2010 survey sent to 1,035 employees who relocated to or from a mission abroad in 2009. There were 488 respondents, for a 47% participation rate: 69% from DFAIT; 20% from CIC; 4% from CIDA; 7% all others.

From 2009-2010 RPP	Performance Indicators and Targets	Performance Status and Summary
Develop and implement standards for physical protection, with special emphasis on blast mitigation; develop an online security course for all employees; and implement a revised security infractions policy.	First phase of the Critical Infrastructure Protection Program (CIPP) Physical Security Guidelines approved.	**Met all:** Phase 1 of the CIPP Physical Security Guidelines, which cover site perimeter elements, was approved in fall 2009. Phase 2 will cover the building envelope, and Phase 3 will require reformatting and updating of interior requirements. Both are in development. Research pertaining to development of official residence and staff quarter guidelines is under way. CIPP developed detailed guidelines for armoured vehicles, chancery perimeter security elements and physical security standards. A mandatory online security course was rolled out to 12,000 users of SIGNET, the department's secure computer network. Course completion is required before a SIGNET account can be obtained. A revised security infractions policy was implemented, adding a monitoring and enforcement program.
Increase mission security.	Enhanced tools, procedures, policies and strategies developed to protect personnel, critical information and assets at headquarters and abroad.	**Mostly met:** A comprehensive review of security affecting people, information and infrastructure at Canada's missions abroad was conducted and a strategy was developed to strengthen security abroad. The following initiatives were undertaken with existing funds: work was undertaken to strengthen mission risk assessments; ongoing physical security improvements to chanceries were made under CIPP; roll-out of the Security Incident Reporting Tool to all missions began, to be completed in 2011-2012; governance for security abroad was strengthened through the development of an accountability framework; an ongoing pilot program of posting security program managers to the field continued in Kabul and Islamabad; five new Military Police security officers were posted abroad; specific security training for high-threat environments was developed and offered to staff; and a new training program was developed for mission security officers.

Lessons Learned: *What worked well:* A number of initiatives have resulted in more streamlined and more efficient operations related to support for Canada's representation abroad. These initiatives include the establishment of an automated costing system for changes to positions abroad, implementation of monthly branch/bureau financial reports, development of an integrated human resources business plan with respect to the international platform, as well as an improved approach to strategic business planning and budget forecasting.

What can be improved and what we are doing about it: Through the modified Common Service Abroad Charge, DFAIT secured recovery of direct and indirect common services costs from partners operating at missions abroad. DFAIT is leading an interdepartmental process to meet the Treasury Board of Canada requirement for a review of Canada's representation abroad. The department is preparing a broader cost recovery framework to ensure the sustainability of service. This work is expected to be completed by 2012.

2.3.2 Program Activity 7: Canada's International Platform: Support at Missions Abroad

Description: This program activity focuses on the management and delivery of infrastructure and related services at missions to enable Canada's representation abroad. This work is done by coordinating with DFAIT's partners at Canada's missions abroad. DFAIT ensures that services related to human resources, financial management, assets and materiel, comptrollership, mail and diplomatic courier, and information management and technology (IM/IT) are in place at missions to support Canada's international policy objectives and program delivery abroad. The main target group is the Government of Canada network of missions and DFAIT partners at those missions abroad.

Benefits for Canadians: This program activity benefits Canadians by providing the international platform required by the entire federal government and its partners at missions abroad. More specifically, it:

- ensures that common services delivered at missions are as cost-effective and efficient as possible, based on clear service standards and expectations;
- continues to establish regional service centres to better serve clients and stakeholders; and
- ensures that the allocation of DFAIT's human and financial resources is aligned with the priorities of the department and the government.

Program Activity 7: Canada's International Platform: Support at Missions Abroad					
2009-2010 Financial Resources ($ millions)			2009-2010 Human Resources (FTEs)		
Planned Spending	Total Authorities	Actual Spending	Planned	Actual	Difference
449.6	541.4	518.5	4,349	4,174	-175

Expected Results	Performance Indicators and Targets	Performance Status and Summary
The department and its partners are satisfied with provision of common services.	Percentage of clients who respond favourably to common services they receive at missions. Target: 75%.	**Met all:** According to an informal online survey of CBS and LES employees abroad, conducted in winter 2010, there is a 75% satisfaction rate with regard to common services provided by DFAIT. Results obtained will be used as a baseline for future evaluation.
	Service standards for all common services in place. Target: establishment of common service standards (2009-2010).	**Met all:** DFAIT updated the service delivery standards to align with the updated MOU. Implementation is scheduled for 2010-2011.
The department is responsive in addressing Canada's evolving presence abroad.	Percentage of approved mission opening/closing requests completed on schedule. Target: 95%.	**Met all:** 100% of mission opening/closing requests were managed effectively.
	Percentage of approved mission position changes completed on schedule. Target: 95%.	**Exceeded:** At the end of 2009-2010, DFAIT had completed 97.9% of requested position changes for DFAIT and partners' staff.
	Percentage of staff deployed to missions on schedule. Target: 95%.	**Met all:** 1,035 employees and their families, representing 100% of the requests for deployment, were successfully relocated within established timelines.

Performance Analysis: The department met its objectives of ensuring a high level of satisfaction among its common service clients. Results from an informal online client satisfaction survey showed a satisfaction rate of 75% for all common services measured.[36] Service standards were established and accepted by signatories to the Memorandum of Understanding on Operations and Support at Missions.

As part of augmenting Canada's presence abroad to align with government priorities, DFAIT supported the opening of new missions in Porto Alegre (Brazil) and Ahmedebad (India), and established interim operations in Istanbul (Turkey) and Doha (Qatar). DFAIT also fully supported the federal response to international emergencies, such as the earthquakes in Haiti (January 2010) and Chile (February 2010). The department provided rapid and coordinated support, such as property and IM/IT support as well as dedicated teams of experts. Finally, a Regional Service Centre was launched in London as part of the department's new service delivery model to streamline common services and provide better support to missions. Significant progress was made to establish the Regional Service Centre in Washington, D.C., as well.

Performance Highlights

From 2009-2010 RPP	Performance Indicators and Targets	Performance Status and Summary
Enable Canada's objectives and evolving presence in growing and emerging markets, as well as in the United States and throughout the hemisphere, through the provision of common services in a	Effective management of all mission opening/closing requests.	**Met all:** In support of Canada's evolving presence abroad, the department successfully implemented requests for mission openings and closings. New missions were opened in Playa del Carmen (Mexico), Cancun (Mexico), Puerto Vallarta (Mexico) San Jose de Cabo (Mexico), Porto Alegre (Brazil), Punta Cana (Dominican Republic) and Ahmedabad (India). Six missions were closed in 2009-2010: Phnom Penh (Cambodia), Hamburg (Germany), Tucson (U.S.), Cape Town (South Africa), Sarajevo (Bosnia) and Lilongwe (Malawi).

[36] Based on a 2009-2010 informal client survey distributed to approximately 7,600 employees (both CBS and LES); 196 employees responded, for a response rate of 2.6%. Given the low response rate, firm conclusions cannot be drawn, but the findings provide a positive indication of client satisfaction of common services.

From 2009-2010 RPP	Performance Indicators and Targets	Performance Status and Summary
responsive and effective manner.	Provision of common services to support Canada's evolving presence abroad.	**Met all:** Modifications were made to the Canadian chancery in Mexico City following the July 2009 imposition of visa requirements for Mexicans visiting Canada. The modifications allowed for 64 additional staff (60 LES and 4 CBS) to enable the mission to process the increased number of visa applications. In addition, a lease was signed for space in a multi-tenant building to house all Citizenship and Immigration Canada operations outside the mission.
	Percentage of approved mission position changes completed on schedule. Target: 95%.	**Exceeded:** At the end of 2009-2010, DFAIT had fulfilled 97.9% of requested position changes from the department and its partners.
	Number of employees relocated to missions successfully.	**Met all:** Relocations for 1,035 DFAIT and partners' employees and their families were completed successfully. In comparison, 1,007 employees were relocated in 2008-2009.
Enable Canada's objectives and evolving presence in Afghanistan through the provision of common services in a responsive and effective manner.	Establishment of an appropriate operating environment in Afghanistan and Pakistan to enable program delivery.	**Met all:** Afghanistan: DFAIT acquired land by means of a long-term lease in July 2009. Existing property and development plans for the new site will support current and post-2011 program requirements, including accommodating program operations currently in Kandahar. The hardship level of both of Canada's missions in Afghanistan remains extremely high, and special provisions of the Foreign Service Directives continue to be invoked to ensure that staff serving in Afghanistan are compensated for the severe hardships they face. The IM/IT team installed secure video-conferencing capabilities in Kabul and Kandahar, and enabled remote network access to employees in the Provincial Reconstruction Team and in Kabul. **Met all:** Pakistan: In June 2009, DFAIT signed a long-term lease with the Government of Pakistan for a new compound site that will consolidate the chancery, official residence and staff quarters within the diplomatic zone. Improvements have been made on existing compound sites in order to accommodate all Canadians within the diplomatic zone.
Support mission and domestic regional offices in locations that are in line with Government of Canada priorities.	Support provided to the newly opened missions and domestic regional offices.	**Met all:** DFAIT ensured that all infrastructure and related services were in place for all new missions. In support of Canada's evolving presence abroad, new missions were opened in Playa del Carmen (Mexico), Cancun (Mexico), Puerto Vallarta (Mexico), San Jose Del Cabo (Mexico), Porto Alegre (Brazil) and Punta Cana (Dominican Republic). Interim operations were established in Istanbul (Turkey), Doha (Qatar), Acapulco (Mexico), Mazatlan (Mexico) and Oaxaca (Mexico). In addition, one domestic regional office was opened in Kelowna, BC.
Strengthen the management of locally engaged staff (LES) abroad and create more opportunities for spouses of Canadian staff serving at missions abroad.	Governance and planning structures in place for management of locally engaged staff.	**Met all:** DFAIT developed terms of reference for the creation of LES Management Consultation Boards (LESMCB) at each mission abroad. These boards will put in place effective platforms where departmental priorities and employee concerns are discussed. DFAIT established LESMCBs at all missions. A total of 89 LESMCBs have submitted a year-end report, representing 95 missions. DFAIT undertook its annual comprehensive LES human resources planning. Plans were completed for 92% of the missions. DFAIT is working with the remaining missions to ensure effective HR planning. The department also expanded its requirement for learning plans and performance management programs for LES.

From 2009-2010 RPP	Performance Indicators and Targets	Performance Status and Summary
	Create more opportunities for spouses of Canadian staff serving at missions abroad.	**Met all:** The new DFAIT Telework Policy aims to help spouses going on posting, particularly those who are also DFAIT employees, to continue their careers overseas. The department facilitated over 40 telework arrangements in 2009-2010; these spanned a range of HQ branches and a wide variety of responsibilities and professional groups. A number of spouses working for other government departments also arranged telework with their home departments. The number of Reciprocal Employment Arrangements/ Agreements (REAs) was increased to facilitate spouses' access to local job markets in more countries. In 2009-2010, DFAIT sought and received an omnibus negotiating mandate to pursue new treaty-based REAs. In addition, two new REAs were put in place and a further four are in negotiation.
Implement a new service delivery model, based on regional service centres (RSCs), to streamline common services abroad and consolidate repetitive, resource-intensive tasks previously performed at each mission.	Implementation of a regional service centre.	**Met all:** DFAIT launched an RSC in London in fall 2009 to serve missions in Europe, the Middle East and Africa. DFAIT leased property for this RSC (a permanent move is to take place in late 2010). The management team is in place, as well as one functional expert (IM/IT), with the balance of the functional experts to be in place in 2010. Business processes and delegations have been mapped out and are being implemented. Significant work was performed to prepare for the launch of the RSC in the United States, which was launched in April 2010. The focus of the RSCs is on modernizing service delivery, increasing the scope of services provided in the field, and building on best practices and assets already in place in the network of Canadian missions in their region of responsibility.
Relocate selected authorities and accountabilities from headquarters to the regional service centres in order to improve operational support and decision making.	Agreements in place with headquarters divisions as to business processes and delegations.	**Somewhat met:** An agreement for business processes and delegations between the Corporate Finance and Operations Branch and the regional service centres has been concluded. Progress has been made in negotiating agreements related to human resources, property and procurement.

Lessons Learned: *What worked well:* The department's objective is to provide a timely and highly satisfactory response to Canada's evolving needs abroad. In so doing, DFAIT met all its performance targets for the year. As an example, DFAIT has fully supported Canada's new visitor visa policy in Mexico, which came into effect in July 2009 and required an important increase in common service delivery, resources and employees in a limited period of time. The scope of the project was equivalent to planning and bringing to operational capacity a medium-sized mission in about eight weeks. Another important achievement of 2009-2010 was the establishment of LES Management Consultation Boards at missions, which provide greater consistency across the network of missions abroad and ensure a more formal and regular dialogue among mission management, headquarters, the LES Governance Committee and the LES themselves.

What can be improved and what we are doing about it: Communications between headquarters and missions should be improved to support more seamless common services delivery. DFAIT launched a communications calendar to improve communications and control the tasking of missions. The department will also improve the use of service standards to ensure they are integrated into operations, and will continue efforts to establish agreements to relocate authorities and accountabilities from headquarters to regional service centres to better serve missions.

2.4 Internal Services

Description: As a program activity, Internal Services is the combination of process- and service-related activities that make possible all of the department's operations. Internal Services enables DFAIT to carry out its mandated functions and advance its strategic outcomes.

Benefits for Canadians: Internal Services benefits Canadians by enabling DFAIT to deliver its seven program activities. Internal Services strives to:

- ensure that DFAIT's governance structure facilitates the most effective and flexible decision making possible;

- get DFAIT's messages out to target audiences in an effective manner;
- provide the right human and financial resources to advance the department's key and ongoing priorities;
- provide quality legal advice to better enable DFAIT to achieve its goals and make it less likely to suffer significant harm to its public image or finances through violations of its legal obligations;
- generate the most effective, results-based planning to ensure logic and cohesion in all DFAIT activities;
- conduct audits and inspections to ensure that operations are transparent and accountable;
- ensure that the technological tools that are essential to a global operation are in place; and
- maintain a culture of continuous innovation and improvement.

Financial and Human Resources

Program Activity : Internal Services					
Planned Spending	**Total Authorities**	**Actual Spending**	**Planned**	**Actual**	**Difference**
114.5	**102.9**	**93.5**	**1,317**	**1,176**	**-141**

Performance Highlights

Expected Results	Performance Indicators and Targets	Performance Status and Summary
Governance and Management Support: Management and Oversight		
Full alignment with Treasury Board of Canada Secretariat (TBS) and departmental policies on audit, evaluation, inspections, and values and ethics.	Alignment with current policies on internal audit, evaluation, inspections, and values and ethics; and Management Accountability Framework (MAF) assessment scores for the relevant Area of Management (AoM). Target: MAF assessment scores "acceptable" or higher in relevant AoM.	**Met all:** DFAIT received a MAF score of "acceptable" for AoM 1 (Values-Based Leadership and Organizational Culture), a "strong" score for AoM 6 (Quality and Use of Evaluation) and an "acceptable" score for AoM 18 (Internal Audit).
Resource Management Services: Human Resources (HR)		
High-quality human resources (HR) services are consistently delivered in support of core services.	Establishment of service standards for classification and staffing. Target: 80% compliance with these standards.	**Mostly met:** DFAIT established HR service delivery standards for staffing, classification and compensation amidst significant organizational transformation and a 15% workforce reduction. All standards were met at least 80% of the time, except for classification, due to surge requirements and a critical capacity shortage. DFAIT increased its classification capacity, which reduced the backlog by more than 50%. The department's capacity to meet these standards is largely based on the hiring freeze, which has been in place since July 8, 2009.
	Establishment and communication of service standards for compensation. Target: 80% compliance with these standards.	**Mostly met:** Compensation standards were developed and promulgated on March 30, 2009. Despite organizational change and workforce reduction, these standards were met at least 80% of the time.
The department is effectively staffed to deliver its business priorities.	Development of an integrated HR plan and accuracy of forecasted departmental needs. Target: one plan.	**Met all:** DFAIT produced the 2009-2012 Integrated Business and Human Resources Plan, identifying current and anticipated HR needs, key results and performance measures.

Expected Results	Performance Indicators and Targets	Performance Status and Summary
	Strategies in place for identified key shortage groups.	**Mostly met:** DFAIT identified shortages for the following occupational groups: management and consular affairs (AS-4-7), administrative assistants (AS-1-4), human resources advisers (PEs), economists (ECs) and commerce officers (COs). Strategies to deal with these shortages are currently being implemented. MCOs have been recruited at the AS-4 level to replenish pools and processes have been run to allow for growth into the AS-5 and AS-6 levels. Additionally, pools have been established at all levels to enable quick movement of employees into positions. The Administrative Assistant group has initiated and will continue recruitment and is presently developing a training/development program, which will ensure a strong foundation in administrative principles. The department has recruited PE-1s and has an ongoing PE development program that starts at the PE-1 level and trains HR advisors to the PE-4 working level. ECs have a pilot training program, however the major strategy for retention of the EC/CO shortage group is the proposed management of positions via a pool, therefore bridging the mobility gap for these non-rotational employees.
	Percentage of employees who have access to relevant learning advisory services and cost-effective training. Target: 80%.	**Met all:** Learning advisers from the Canadian Foreign Service Institute offered all DFAIT employees guidance on individual and organizational learning plans. In 2009-2010, these advisers also responded to 874 client requests. The Institute, which is the primary training provider for DFAIT, offers more than 150 learning activities. More e-learning courses were created to deliver cost-effective training. The Institute updated and launched 10 new online courses. It has also been providing webinars to offer more training to employees at missions and regional offices.
Resource Management Services: Financial Management and **Asset Management:** Acquisitions		
Efficient and effective financial and procurement management service is delivered (which is based on a solid organizational foundation, consisting of sound business practices, processes, systems and people).	MAF assessments for AoM 16 (Effective Procurement) and AoM 17 (Effectiveness of Financial Management and Control). Target: score of "acceptable" or higher.	**Mostly met:** AoM 16 was not reviewed in the 2009-2010 MAF assessment as DFAIT received an "acceptable" rating in the previous MAF assessment. The AoM 17 overall score was "opportunity for improvement" with some elements scoring "acceptable." A 2010-2011 action plan has been developed to address areas of concern identified under AoM 17.
	Results of external and internal audit reports. Target: results that confirm compliance with policies	**Somewhat met:** There were no external audits in 2009-2010. Five internal audits that reviewed financial management at DFAIT were completed. An internal audit of resource allocation identified governance and control issues. A Management Action Plan, under the responsibility of the Chief Financial Officer (CFO), was put in place, and significant progress has been made to date with regular monitoring and quarterly reports to the Departmental Audit Committee. An audit of expenditure controls found that the process in place was not based on risk assessment; however, the audit did not find any problems to indicate that controls were not working effectively. The recommendations noted opportunities to focus resources more effectively on higher-risk transactions, with management agreeing. The audit of mission hospitality resulted in only minor financial issues requiring correction. Audits of the Francophonie Secretariat and Francophonie financial information made recommendations to strengthen financial reporting to the governance committee of the Secretariat; however, all financial transactions were in compliance with the Financial Administration Act. An audit of cash and banking led to management taking appropriate corrective actions in response to recommendations on strengthening financial management.

Expected Results	Performance Indicators and Targets	Performance Status and Summary
		On procurement, an internal audit was conducted in 2009-2010 at the request of Public Works and Government Services Canada. The audit consisted of reviewing a limited number of selected contracts. The results of this work showed full compliance with procurement requirements.
	Results of annual client surveys. Target: the majority of responses positive regarding services, information and communications.	**Mostly met:** Client consultations related to procurement were conducted to improve the planning exercise. Surveys on service and training requirements were included.
Clients received value-added financial and procurement management services in a timely manner.	Results of annual client surveys. Target: majority of responses positive.	**Mostly met:** ADMs and senior managers were interviewed by the CFO and DG–Resource Management to discuss current services and identify areas of concern. Financial services improvement (e.g. implementation of the Financial Management Adviser structure) was initiated in the International Platform Branch (DFAIT's largest branch). Implementation will continue throughout the department in 2010-2011.
	Service levels for all major financial and procurement services. Target: service levels in place for all major financial and procurement services.	**Met all:** Service levels for ongoing accounting operations and procurement activities are in place. More specifically, those for payments to suppliers, travel claims processing, financial system activities, and help desk support for missions were consistently maintained.
	A common understanding of risks regarding finance and procurement. Target: finance and procurement risk profile undertaken and agreed to by stakeholders and finance/procurement.	**Met all:** The Corporate Risk Profile includes a financial management risk assessment component. The CFO Branch business planning exercise includes common risk assessment for both financial and procurement activities.
Resource management strategies and solutions offered that maximize the efficiency of program delivery.	MAF assessments for AoM 16 (Effective Procurement) and AoM 17 (Effectiveness of Financial Management and Control). Target: score "acceptable" or higher.	**Somewhat met:** AoM 16 was not reviewed in the 2009-2010 MAF assessment as DFAIT received an "acceptable" rating in the previous MAF assessment. The AoM 17 score was "opportunity for improvement." An action plan has been developed to address areas of concern identified under AoM 17.
	Departmental Audit Committee (DAC) oversight. Target: positive DAC assessment.	**Met all:** All DAC Charter elements were met in 2009-2010. Evidence for analysis and performance: DAC Charter (November 2009); DAC Records of Decisions (2009-2010); Internal Audit Charter (2009); approved Risk-Based Audit Plans 2009-2012; Integrated Business Plan; MAF Assessment; Chief Audit Executive's Annual Report (April 2010); DAC Chairman's Annual Report (June 2009).
	Annual client survey regarding stewardship and decision making. Target: majority of responses positive regarding stewardship and decision making.	**Met all:** Client/ADM/DG-level consultations regarding stewardship and decision making were substantially positive. An action plan was developed to address any gaps through implementation of the CFO Model.
	Quality and timeliness of reporting to senior management. Target: positive senior management assessment of quality and timeliness of reporting by finance and procurement.	**Mostly met:** An internal audit of resource allocation identified a requirement to strengthen the reliability and accuracy of the monthly financial position reporting process. All procurement reports were delivered on time.

Expected Results	Performance Indicators and Targets	Performance Status and Summary
Resource Management Services: Information Management		
MAF assessment results for information management services are "acceptable" or higher.	MAF assessment for AoM 12 (Effectiveness of Information Management). Target: score "acceptable" or higher.	**Met all:** MAF assessment results for AoM 12 were "acceptable," with "strong" ratings for 12.1 (Information Management Governance) and 12.2 (Information Management Strategic Planning and Implementation).
Upgrade the department's classified information system; enhance internal communications through e-collaboration; and improve the efficiency and effectiveness of departmental websites.	Institute new systems to further provide functionality within the network.	**Met all:** To allow for faster and safer communications, the department's classified information system was renewed. To improve the management and sharing of information, 39 facilities were equipped with video-conferencing capability and over 4,000 employees were trained on information management.
	E-collaboration tools implemented and promoted.	**Met all:** Under the e-Collaboration initiative, the department launched Connections, a professional networking tool, which was accessed by over 2,000 employees. In addition, WIKI @ International, another main component of the e-Collaboration initiative that was previously launched, now includes more than 15,000 articles.
	Consolidated department websites on Interwoven platform.	**Met all:** All mission Internet sites were consolidated onto one platform, and adherence to Common Look and Feel standards was improved.

Performance Analysis: DFAIT's Internal Services activity does not fit exactly under Treasury Board of Canada Secretariat's three main headings identified for this program activity (i.e. governance and management support, resource management services, and asset management services). DFAIT has tried to minimize the dissimilarities by using the TBS headings to the greatest possible extent and by showing how the elements that make up this department's unique set of Internal Services fit together in a logical and coherent manner.

Governance and Management Support

Management and oversight: DFAIT initiated a significant shift in departmental resources from its Ottawa headquarters to missions abroad. The department continued with its substantive modernization program, focusing on the introduction of the New Business Model. To better respond to the volatile international environment in which it operates, DFAIT updated its Corporate Risk Profile and produced a draft Risk Management Policy. It continued to integrate risk management into its planning process. DFAIT received "acceptable" MAF scores related to audit and values and ethics, and a "strong" MAF score related to evaluation. In the case of audit, this represented a positive change from the "opportunity for improvement" score of the previous year.

Strategic policy and planning: DFAIT developed a vision of the foreign and trade ministry of the future, which guided consultations and decisions pertaining to implementation of the New Business Model. It strengthened its policy capacity through various measures, including adoption of an open policy-development model and extensive e-collaboration on policy issues. More work was done to better integrate the department's various planning activities, including the linkage with risk management.

Access to Information and Privacy (ATIP) requests: In efforts to improve its ability to meet its ATIP obligations, DFAIT intensified training on ATIP awareness across its operations, which helped in responding to ATIP requests. However, a large backlog of requests remained at the end of the fiscal year. In June 2010, DFAIT reallocated $2.7 million of additional ATIP funding, which will permit the department to clear the backlog of ATIP files by summer 2011 and build additional permanent capacity to meet expected demands. The improvements will be outlined in the next Annual Report to Parliament for 2010-2011.

Legal services: DFAIT was supplied with effective legal advice and support within established timelines approximately 90% of the time.

Communications: In 2009-2010, DFAIT issued 436 news releases, responded to more than 3,200 media and 67,000 public inquiries, and held 150 media events. The number of subscribers to *CanadExport* (the online magazine of the Trade Commissioner Service) increased by 7.5%, while podcast downloads rose by 70% over the same period.

Resource Management Services

Human resources: In 2009-2010, the HR function ensured that DFAIT had sufficient employees (or resources) in missions and at HQ to effectively carry out its core business. In line with the Transformation Agenda, the rebalancing of headquarters growth was initiated by the Resource Alignment Taskforce. Implementation of the New Business Model was achieved with extensive planning and consideration given to the Workforce Adjustment exercise, which was accomplished with minimum impact on affected employees. The new Integrated Business and Human

Resources Plan and ongoing implementation of DFAIT's New Business Model contributed to improved HR services. DFAIT renewed its human resources through ongoing recruitment of Foreign Service officers, by continuing to draw from a pool of qualified candidates from the 2008 post-secondary recruitment exercise. To increase the foreign-language capacity of staff posted abroad, the Canadian Foreign Service Institute has stabilized funding and continues its implementation of its three-year Foreign Language Strategy. A Human Resources Business Redesign Project to map, simplify and improve HR processes has been initiated.

Financial management and asset management (acquisitions): To ensure efficient and effective services in financial and asset management, DFAIT has developed a project risk management tool for transfer payments; improved salary forecasting; improved the quality of financial advice provided to managers in HQ and abroad; improved departmental compliance with Treasury Board policies, in particular the policy on internal control; updated its policies, procedures and systems relating to contracting at HQ and abroad; expanded its web application tool (Shop@DFAIT) to support procurement at missions abroad; delivered tailored training on procurement and financial management activities to mission staff directly and through the Canadian Foreign Service Institute; and launched a project to strengthen the procurement process input to the financial system to standardize procurement reporting in HQ and missions.

Information management: DFAIT completed renewal of its classified information system (SIGNET-C5) and continued to expand its popular Internet presence (the Welcome page[37] received over one million hits in 2009-2010). The department also consolidated all mission websites onto one content management platform (Interwoven) and improved its ability to meet government-wide standards for Common Look and Feel.

Lessons Learned: Internal consultation as well as completion of a risk assessment and internal audit on resource allocation resulted in the development of a project to establish a Financial Management Adviser (FMA) structure for the largest branch within the department as part of the implementation of the CFO Model. The department-wide implementation of the FMA structure will continue over the course of 2010-2011. Managers will also have access to a new salary forecasting tool to significantly improve the management of salary budgets beginning in April 2010. The streamlining and implementation of standard corporate business processes will improve the accuracy, reliability and accessibility of financial information, while reducing system complexity and costs and improving financial controls, data integrity, and operational policy and audit compliance.

[37] www.international.gc.ca/

Section 3: Supplementary Information

3.1 Financial Highlights

($ millions)

Condensed Statement of Financial Position At End of Year (March 31)	% Change	2010	2009
ASSETS			
Total Assets	+1%	1,497	1,485
TOTAL	+1%	1,497	1,485
LIABILITIES			
Total Liabilities	-6%	453	483
EQUITY			
Total Equity	+4%	1,044	1,002
TOTAL	+1%	1,497	1,485

($ millions)

Condensed Statement of Financial Operations At End of Year (March 31)	% Change	2010	2009
EXPENSES			
Total Expenses	+2%	2,861	2,796
REVENUES			
Total Revenues	+8%	458	425
NET RESULTS OF OPERATIONS	+1%	**2,403**	**2,371**

Financial information appearing in previous sections of this document is presented on a modified cash basis, in accordance with the government's expenditure management reporting policies. In this section, in keeping with Treasury Board policy, the department's financial highlights are presented on an accrual basis in accordance with Generally Accepted Accounting Principles, so the figures appearing in this section will differ slightly from the foregoing.

The department decided that it would no longer include Canada Account results in its financial statements as of 2009-2010 after discussions and review by the Office of the Comptroller General and the Departmental Audit Committee. The charts below illustrate the March 31, 2010, ending balances for each major financial statement grouping, along with the corresponding change from the previous fiscal year restated to exclude Canada Account transactions and other changes.

Total assets increased by $12 million (1%) year over year, primarily attributable to a $74 million increase in tangible capital assets ($1,169 million in 2009-2010 compared to $1,095 million in 2008-2009), offset by a $37 million decrease in amounts due from the Consolidated Revenue Fund, a decrease in accounts receivable and advances of $12 million, a decrease in prepaid expenses of $11 million, and a decrease in Passport Canada's inventories of $2 million.

Total liabilities decreased by $80 million (6%) year over year, mainly due to a $45 million decrease in accounts payable at year-end and accrued liabilities due to the liquidation of liabilities pertaining to two contribution agreements (United Nations Office on Drugs and Crime and United Nations Development Programme) and other employee benefits such as Foreign Service Directive vacation travel assistance. This was offset by a $15 million increase in employee severance benefits, mostly due to an increase in the percentage rate provided by Treasury Board used to calculate the liability, and an increase in eligible Canada-based and locally engaged staff.

The equity for Canada in the department increased by $42 million (4%) year over year to $1,044 million in 2009-2010 from $1,002 million in 2008-2009, mainly due to an increase in net results of operations. For more information, refer to the Statement of Equity and Note 3, Parliamentary Appropriations in the unaudited financial statements.[38]

Total expenses increased by $65 million (2%) year over year, attributable to a $61 million increase in transfer payments, a $57 million increase in salaries and employee benefits mainly due to additional full-time employees, a $9 million increase in rental expenses mainly related to lands and buildings abroad, and a $6 million increase in amortization expenses. This was offset by a decrease of $32 million in expenses for the acquisition of machinery and equipment, including parts and consumables, which was due to an increase in capitalization of those expenditures; a $22 million decrease in professional and special services; and a $15 million decrease in information expenses. Various accounts made up the remaining year-over-year variance.

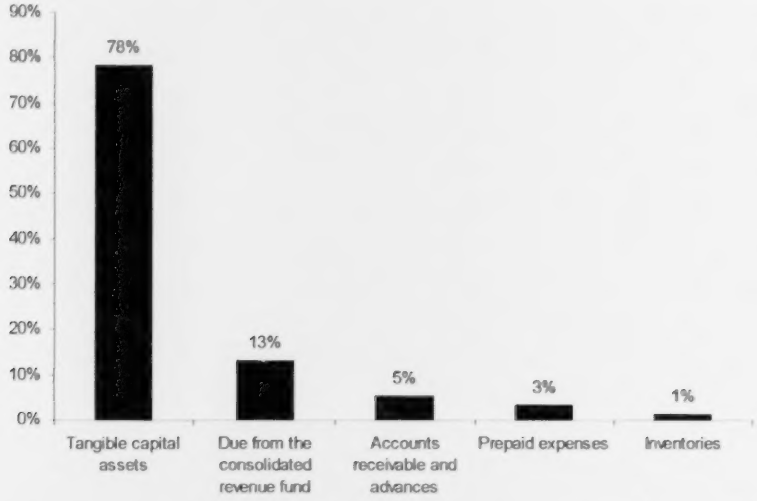
Total revenues increased by $33 million (8%) year over year, primarily due to a $46 million increase in revenues (mainly because 500,000 more passports were sold in 2009-2010 than in 2008-2009). On the other hand, the gains

[38] The statements and notes to the financial statements are available at www.international.gc.ca/finance/index.aspx.

on sale of real property sold abroad decreased by $12 million as the department wrote down or wrote off more assets than it realized in gains; and other non-tax revenues decreased by $1 million.

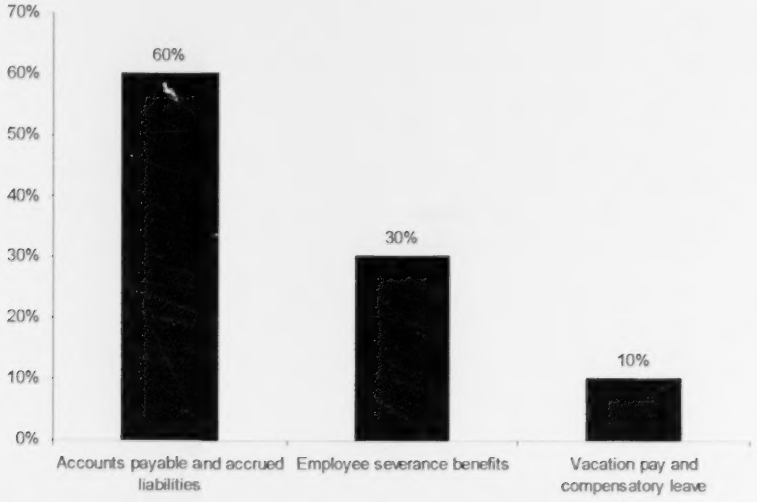
Additional Analysis

Assets



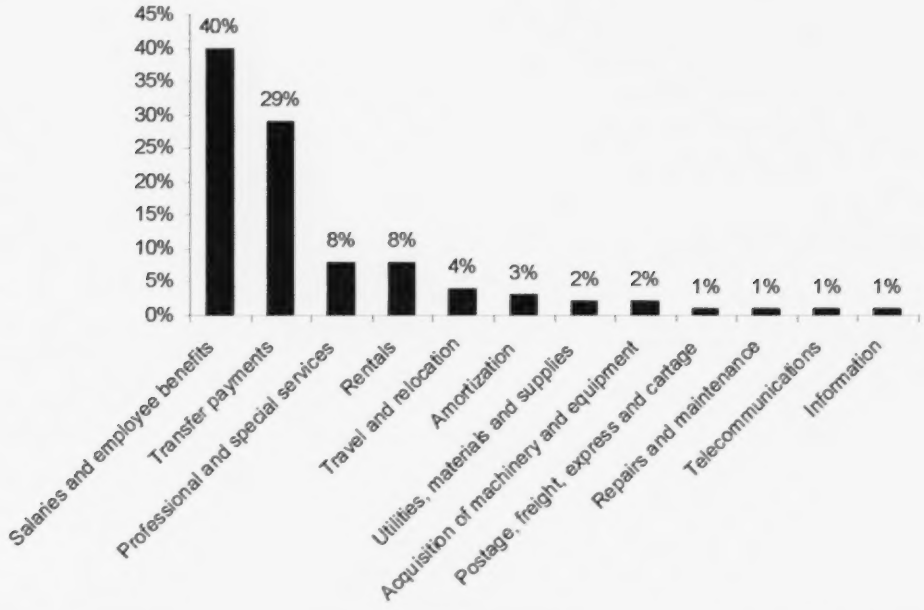
The department's total assets were $1,497 million in 2009-2010 compared to $1,485 million in 2008-2009, an increase of 1% or $12 million. The department's total financial assets were $281 million or 19% of total assets, while the total non-financial assets were $1,216 million or 81% of total assets. Total assets consisted of $1,169 million or 78% in tangible capital assets; $201 million or 13% due from the Consolidated Revenue Fund; accounts receivable and advances of $75 million or 5%; prepaid expenses of $42 million or 3%; and inventories of $10 million or 1%.

Liabilities



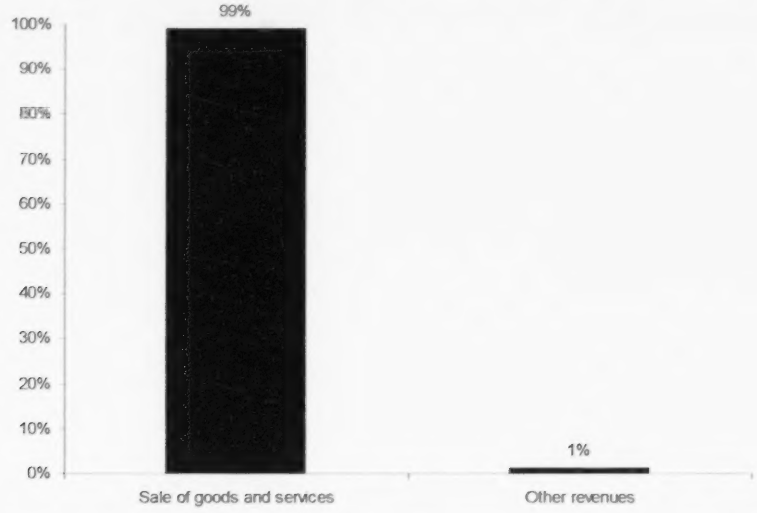
Total liabilities were $453 million in 2009-2010 compared to $483 million in 2008-2009, a decrease of $30 million or 6%. Accounts payable and accrued liabilities accounted for $272 million or 60%; employee severance benefits for $135 million or 30%; and vacation pay and compensatory leave totalled $46 million or 10%.

Expenses



The department's expenses in 2009-2010 were $2,861 million compared to $2,796 million in 2008-2009, which represents an increase of $65 million or 2%. In 2009-2010, salaries and benefits accounted for $1,142 million or 40% of DFAIT's total operating expenditures. Transfer payments accounted for $836 million or 29% of total expenses. This included $440 million in payments to the United Nations and its related organizations; $312 million in payments to other international organizations; $55 million in payments to national non-profit organizations; and $29 million in other payments. The remainder of total operating expenses was accounted for by professional and special services expenses of $227 million or 8%; rentals expenses of $216 million or 8%; transportation expenses of $155 million or 4%; and miscellaneous operating expenses for $285 million or 11%.

Revenues



The department's total revenues were $458 million in 2009-2010 compared to $425 million in 2008-2009, which represents an increase of $33 million or 8%. Sales of goods and services accounted for $455 million or 99%, consisting mainly of passport sales of $291 million and consular fees of $101 million. Other miscellaneous revenues accounted for the remaining $3 million or 1%.

3.2 Financial Statements

The financial statements may be found at Office of the Chief Financial Officer.[39]

3.3 Summary of Supplementary Information Tables

Please note that the following tables are not published in the printed version of the *Departmental Performance Report*. They can be viewed at 2009-2010 Part III – *Departmental Performance Report* (DPR).[40]

In 2009-2010, the department managed the following transfer payment programs in excess of $5 million:

Table 1: Sources of Respendable and Non-Respendable Revenue

Table 2: User Fees Reporting

- Table 2.1: User Fees Act—Access to information
- Table 2.2: User Fees Act—International Youth Program
- Table 2.3: User Fees Act—Export/Import Fees
- Table 2.4: User Fees Act—Consular Services
- Table 2.5: User Fees Act—Specialized Consular Service
- Table 2.6: User Fees Act—Passport Canada

Table 3: Details on Transfer Payment Programs

- Table 3.1: Commonwealth Secretariat
- Table 3.2: Contributions to the UN Office on Drug and Crime Afghanistan Program
- Table 3.3: Food and Agriculture Organization
- Table 3.4: Global Peace and Security Fund (Grants and Contributions)
- Table 3.5: Grants and Contributions for Counter-Terrorism Capacity Building
- Table 3.6: Grants and Contributions in Aid of Academic Relations
- Table 3.7: Initiatives Related to the Destruction, Deposition and Securing of Weapons of Mass Destruction
- Table 3.8: International Atomic Energy Agency
- Table 3.9: International Criminal Court
- Table 3.10: International Labour Organization
- Table 3.11: International Organization of the Francophonie
- Table 3.12: North Atlantic Treaty Organization (NATO) Civil Administration
- Table 3.13: Organization of American States
- Table 3.14: Organisation for Economic Co-operation and Development
- Table 3.15: Organization for Security and Co-operation in Europe
- Table 3.16: Payments in Lieu of Taxes on Diplomatic, Consular and International Organizations' Property in Canada in Accordance with Terms and Conditions Approved by the Governor in Council
- Table 3.17: Projects and Development Activities Resulting from Francophone Summits
- Table 3.18: UN Educational, Scientific and Cultural Organization (UNESCO)
- Table 3.19: UN Peacekeeping Operations
- Table 3.20: United Nations Organization
- Table 3.21: World Health Organization
- Table 3.22: World Trade Organization

Table 4: Up-Front Multi-Year Funding (Formerly Foundations)

In 2009-2010, the department reported on the following up-front multi-year funding:

- Table 4.1: Asia Pacific Foundation of Canada
- Table 4.2: Centre for International Governance Innovation
- Table 4.3: Forum of Federations

Table 5: Horizontal Initiative—Global Peace and Security Fund

Table 6: Green Procurement

Table 7: Response to Parliamentary Committees

Table 8: Response to External Audits

Table 9: Internal Audit

Table 10: Evaluations

[39] www.international.gc.ca/finance/index.aspx

[40] www.tbs-sct.gc.ca/rpp/2010-2011/index-eng.asp?acr=1571

Section 4: Contact Information

Foreign Affairs and International Trade Canada

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Passport Canada, Foreign Affairs and International Trade Canada Gatineau, QC K1A 0G3 Tel.: 1-800-567-6868 toll-free in Canada and the United States TTY: 819-997-8338 or 1-866-255-7655 Web: www.ppt.gc.ca	

DFAIT's Portfolio

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Canadian International Development Agency 200 Promenade du Portage Gatineau, QC K1A 0G4 Tel.: 1-800-230-6349 toll-free in Canada or 819-997-5006 in the National Capital Region and outside Canada Fax: 819-953-6088 Web: www.acdi-cida.gc.ca	**North American Free Trade Agreement** (Canadian Section) 90 Sparks Street, Suite 705 Ottawa, ON K1P 5B4 Tel.: 613-992-9388 Fax: 613-992-9392 Web: www.nafta-alena.gc.ca/
Export Development Canada 151 O'Connor Street Ottawa, ON K1A 1K3 Tel.: 613-598-2500 Fax: 613-237-2690 TTY: 1-866-574-0451 Web: www.edc.ca	**Rights & Democracy: International Centre for Human Rights and Democratic Development** 1001 de Maisonneuve Boulevard East, Suite 1100 Montreal, QC H2L 4P9 Tel.: 514-283-6073 or 1-877-736-3833 Fax: 514-283-3792 Web: www.ichrdd.ca
International Development Research Centre 150 Kent Street Ottawa, ON K1P 0B2 Postal Address: P.O. Box 8500 Ottawa, ON K1G 3H9 Tel.: 613-236-6163 Fax: 613-238-7230 Web: www.idrc.ca	**Roosevelt Campobello International Park** Address: 459 Route 774 Welshpool, New Brunswick E5E 1A4 Tel.: 506-752-2922 Fax: 506-752-6000 Web: www.fdr.net/index.html